

September 15th, 2016

#### **Notice Of Meeting**

You are invited to attend the Strategy Policy and Resources Committee Meeting to be held on Thursday, 15th September 2016 at 5:00 pm in Mourne Room, Downshire Civic Centre, Downpatrick.

The Members of the Strategy Policy and Resources Committee are:-

Chair: Councillor P Brown

Vice Chair: Councillor C Enright

Members: Councillor T Andrews Councillor N Bailie

Councillor R Burgess Councillor P Byrne

Councillor M Carr Councillor W Clarke

Councillor S Doran Councillor M Murnin

Councillor B Ó'Muirí Councillor B Quinn

Councillor M Ruane Councillor G Sharvin

Councillor W Walker

## Agenda

1	1 Apologies			
2	Declarations of Interest			
3	Action Sheet of the Strategy, Policy and Resources Comm Meeting held on 11 August 2016 (copy attached)	nittee		
	SPR-11-08-2016.pdf	Page 1		
4	Strategic Projects Working Group Minutes - 30 August 20 (copy attached)	16		
	SPP Minutes 30.8.16.pdf	Page 6		
Presen	tations			
5	Presentation - IT Strategy (copy attached)			
	ALL MEMBERS ARE INVITED TO ATTEND FOR THIS ITEM OF BUSINESS.			
	SP&R 15th September 2016 - IT Strategy Cover Paper.pdf	Page 11		
	SP&R Briefing Paper.pdf	Page 13		
	IT Strategy.pdf	Page 18		
Corpor	ate Services - Human Resources			
6	Elected Members and Employee Qualification Scheme - Update(copy attached)			
	Accredited Training -Council Success.pdf	Page 89		
	Appendix 1 Elected Member Accredited Training Summary 2015-Date.pdf	Page 91		
	Appendix 2 Employee Qualification Assistance Scheme Summary 2015-2016.pdf	Page 92		
	Appendix 3 Employee Qualification Assistance Scheme Summary 2016-2017.pdf	Page 93		

7	Staff Christmas Event (copy attached)					
	Staff Celebration Event.pdf	Page 94				
8	Local Democracy Week 2016 (copy attached)					
	local democracy week 2016.pdf	Page 95				
9	Solace NI Conference - 3 November 2016 (copy attached)					
	Solace Conference.pdf	Page 97				
10	Consideration of Final Submission of European Funding u Liberate	nder				
	verbal report.					
11	Abandoned Boat in Dundrum Inner Bay (copy attached)					
	Boat at Dundrum.pdf	Page 99				
	Boat, Dundrum Bay (1).pdf	Page 102				
	Boat, Dundrum Bay (2).pdf	Page 103				
12	Newry Street Unite Project, Kilkeel (copy attached)					
	LPS July 2016 re Hilside drive, Kilkeel.pdf	Page 104				
13	Report on Brexit (copy attached)					
	Brexit Sep.pdf	Page 106				
	Brexit Paper.pdf	Page 107				
Grant A	ided Programmes					
14	Minutes of Inaugural Peace IV Partnership Meeting (copy					

attached)

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15	PEACE IV (copy attached)					
	PEACE IV Sep.pdf	Page 115				
Estate						
16	Former Kindle Primary School - Business Case (co	py attached)				
	Former Kindle Primary School.pdf	Page 117				
	Kindle Appendix.pdf	Page 119				
17	Proposed Lease of Jack Mackin Park Gaelic Pitch at Rooneys Meadow, Newry to St. John Bosco GAC (copy attached)					
	Jack Mackin Park.pdf	Page 125				
	St John Bosco GAC_The Meadow map.pdf	Page 127				
	DOE Approval-Bosco Gaelic Pitch.pdf	Page 128				
18	Release of Charge - Lislea Community Association (copy attached)					
	Release of Charge-Lislea Community Association.pdf	Page 130				
	Contribution Agreement-Lislea Community Association.pdf	Page 131				
	Correspondence - Rafferty & Co re Lislea CA.pdf	Page 139				
Capital						
19	Capital Projects - Update (copy attached)					
	Capital Projects Report.pdf	Page 141				
	Capital Projects .pdf	Page 142				
20	Newry Leisure Centre - Phase II - Additional Cost for Accommodation (copy attached)	or				

Any	Other	<b>Business</b>
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- 21 Ballynahinch Community Centre (report to follow)
- Department of Education Youth Capital Fund: Ballynahinch Community Hub
- Delegation Visit to Brussels East Border Region Committee 9
  October 2016

Items Restricted in accordance with Part 1 of Schedule 6 of the Local Government Act (NI) 2014

Derelict Site - Daisy Hill, Newry (copy attached)

Council Land at Daisy Hill, Newry.pdf
Grills combined Siteplan.pdf

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## Invitees

Cllr Terry Andrews	terry.andrews@downdc.gov.uk
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Cllr John Trainor	john.trainor@nmandd.org
Cllr William Walker	william.walker@nmandd.org
Mrs Marie Ward	marie.ward@downdc.gov.uk

### ACTION SHEET - STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) - THURSDAY 11 AUGUST 2016

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/162/2016	COMMITTEE START TIMES	SPR Meetings to start at 5pm and this time to be fixed for remainder of 2016/17 year.	Democratic Services (DSO)	Meeting dates changed in Council Diary, Minute Pad and on Website.	
SPR/163/2016	IT STRATEGY	Table at SPR 15/9/16.	G Ringland	Item placed on SPR Agenda 09/16 (DSO)	
SPR/164/2016	ADMISSION OF ARC21 TO THE LOCAL GOVERNMENT PENSION SCHEME NI	Council enter into the Guarantee Agreement with NILGOSC to facilitate membership of ARC21s membership of the Local Government Pension Scheme.	Canice O'Rourke	Agreed.	
SPR/168/2016	PARTNERS REPORTING AGREEMENT (SLA) FOR PARTICIPATION AT DISTRICT ELECTORAL AREA MEETINGS	SLA approved. Following Council approval, SLA to be circulated to the Partner Agencies for signing.	H McKee.	Actioned.	
SPR/169/2016	COMMUNITY PLANNING EMERGING NEEDS	Twice yearly meetings, as well as constituency level meetings to be held with	H McKee.	Ongoing.	

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
	DISCUSSION WITH MPS AND MLAS	MPs, MLAs and Council			
SPR/170/2016	SECTION 75 POLICY SCREENING REPORT – APRIL – JUNE 2016	Noted.	C Moffett	Actioned – placed on website and consultees notified.	
SPR/171/2016	NEWRY MOURNE AND DOWN DISTRICT COUNCIL PUBLIC AUTHORITY STATUTORY EQUALITY AND GOOD RELATIONS DUTIES ANNUAL PROGRESS REPORT 2015-16	The Newry, Mourne and Down District Council Public Authority Statutory Equality and Good Relations Duties Annual Progress Report 2015-16 was noted and it was unanimously agreed that the report be submitted to the Equality Commission for NI.	C Moffett	Progress Report forwarded to Equality Commission for Northern Ireland 18 August 2016 to meet 31 August 2016 deadline.	
SPR/172/2016	CORRESPONDENCE FROM CE, EQUALITY COMMISSION FOR NI RE REVIEW OF DECISION REF NAMING RAYMOND MCCREESH PARK	Correspondence dated 30.6.16 from ECNI to be referred to the Councillors Equality and Good Relations Reference Group for discussion and consideration on next steps.  Application to be made to the High Court seeking an adjournment of the Judicial Review in relation to the decision to name Raymond McCreesh Park.	C Moffett	Correspondence to be discussed at Councillors' Equality & Good relations Reference Group 15 September 2016.	

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/173/2016	GRILL'S HOUSE, DAISY HILL – SECURITY ISSUES	Table at SPR 15/9/16.	DSO – agenda item.	On 15.9.16 SPR Agenda.	
SPR/174/2016	ROCK POOL, NEWCASTLE – ADVANCE NOTICE OF LISTING	The listing of the Rock Pool supported and to be added to the list for restoration programmes.	Eddy Curtis	Letter sent .	
SPR/175/2016	STATUTORY PERFORMANCE INDICATORS & STANDARDS 2015/16	Agree the self-assessment of Council performance in relation to Statutory Performance Indicators & Standards for 2015/16.	J McBride	Updated report presented to Full Council on 05.09.16 due to additional information from DAERA. Self-assessment to be published on Council website before 30.09.16	
SPR/176/2016	ANNALONG MARINE PARK – DEVELOPMENT OF ROADWAY	No action to be taken on the request for Council to review its decision.		No action to be taken	
SPR/177/2016	SAINTFIELD COMMUNITY CENTRE PROJECT	Council to nominate 2 Members to the Development Trust and Cllrs Andrews & Harvey appointed as nominees.		Actioned.	
SPR/178/2016	PROGRESS REPORT ON CAPITAL SCHEME	To be tabled at SPR 15/9/16	DSO	Item placed on agenda for SPR 15/9/16 (DSO)	
SPR/179/2016	KILKEEL TOWN HALL/FORMER CINEMA	Council to begin negotiations to enter into a Licence Agreement with PSNI for Kilkeel Town Hall	B Magill		

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
		premises for a 6 month period, with an option to renew for a further 6 months at a Licence fee to be agreed by Councils Valuer.			
SPR/180/2016	KILKEEL HOLIDAY PROVISION SCHEME	Provision of transport costs of approx £500 in respect of 'Kilkeel Gets Active' scheme endorsed.	A Rennick	Scheme was held 15-26 August. Evaluation being developed by Children in NI and should be available late September.	
SPR/181/2016	EUROCITIES APPLICATION	Eurocities membership application postponed.	S Burns	Application postponed.	
SPR/181/2016	PEACE IV	Targeted approach to be undertaken to recruit for the remainder of the Social Partners positions and Stage 2 application to be submitted.	S Burns	Action undertaken and ongoing	
SPR/183/2016	FINANCIAL ASSISTANCE	Letter of Offer to PIPS to be extended to 30 September 2016 to assist the group with completion of their scheme.	S Burns	Action undertaken	
		Pending a site visit to confirm completion of works at Newry Hockey Club, Council to pay suppliers direct.	S Burns	Site visit to take place in September subject to availability of the group. Payments pending visit.	

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/184/2016	LANDS AT SHANDON PARK, NEWRY	Council to request LPS to provide a valuation and a recommendation on the most appropriate way to dispose of the land.  Also agreed to advise the adjoining landowner and NI Property that no decision would be taken in respect of disposal of the land at this time and that the culverting of the adjoining water course be considered.	C McKenna	Actioned.  Actioned.	
SPR/185/2016	VOLUNTARY CONTRIBUTION FUNDING – DOWNPATRICK IRISH LANGUAGE SUMMER SCHOOL	Referred to the Irish Language Strategy Group for consideration.	Regina Mackin	The first meeting of the Irish Language Strategy Working Group is scheduled for Tuesday 27 September 2016 at 5pm in Newry.	
SPR/186/2016	CORRESPONDENCE FROM LPS ENCLOSING VALUATION ON SITE OF FORMER KINDLE INTEGRATED PRIMARY SCHOOL, BALLYKINLER	Proceed to investigate purchase of the site, subject to development of a business case for the purchase and development of the site.	E Curtis	Outline Business Case tabled for discussion at SPR 15.9.2016.	

#### NEWRY MOURNE AND DOWN DISTRICT COUNICL

Minutes of Strategic Projects Working Group Meeting held on Tuesday 30
August 2016 at 3.00pm in the Training Room District Council Offices
Monaghan Row Newry

Chairperson: Councillor P Brown

In Attendance: (Committee Members)

Councillor C Casey Councillor G Craig Councillor M Murnin Councillor G Stokes Councillor D Taylor

Officials in Attendance: Mr L Hannaway Chief Executive

Mr E Curtis Director of Strategic Planning

& Performance

Ms M Ward Director Enterprise Regeneration &

Tourism

Ms D Carville Director Corporate Services

Mr E McManus Council Officer

Mr A McKay Chief Planning Officer
Ms L Dillon Democratic Services Officer

Also in Attendance: Mr D Mulholland Dept of Communities

Mr S Bedford Deloitte
Mr R Moore Deloitte
Ms C ..... Deloitte
Mr P Allen Deloitte
Mr S Villiers Deloitte

Mr D Farrell Farland Developments

#### 1) APOLOGIES AND CHAIRPERSON'S REMARKS

The following apology was received:

Councillor W Clarke

#### 2) DECLARATIONS OF INTEREST

No declarations of interest were received.

## 3) MINUTES OF STRATEGIC PROJECTS WORKING GROUP MEETING - TUESDAY 8 JUNE 2015

Read: Minutes of Strategic Projects Working Group Meeting held on Tuesday

31 May 2016. (Copy circulated)

Agreed: It was unanimously agreed to note the Minutes of Strategic

Projects Working Group Meeting held on Tuesday 31 May 2016.

#### **PRESENTATIONS**

#### 4) PRESENTATION

RE: CIVIC CENTRE / INVESTMENT PLAN – NEWRY

Mr Simon Bedford Deloitte gave a presentation on Newry City Centre Investment Strategy. (Copy circulated)

During discussion following Mr Bedford's presentation, Members asked questions relating to the 4 no. site options for a Civic Centre development, ie:

Albert Basin John Mitchel Place Abbey Way Car Park St Clare's Convent Site

The following issues were raised by Members:

- Lack of open space in Newry City centre
- Aspirations from the public for more public space/park.
- Significant amount of property currently vacant within Newry city centre including vacant space above ground floor shops
- Possibility of co-locating with other public sector organisations in a new Civic Centre complex for a more efficient use of space and technology.
- The need for informed consultation prior to incurring costs on investigating the 4 identified sites
- To ensure the search for possible private sector involvement has been thoroughly carried out.
- Impact on rates if the development is private enterprise.

Mr Mulholland suggested the Council should now at this stage consider selecting the site which they deem as being suitable for Civic Centre development prior to proceeding with public consultation as he said that to do work on 4 No. sites would be extensive and would require significant investment. This would let the public see that the Council had a clear vision and an identified site to go forward with this project.

Mr Hannaway pointed out the development of a new Civic Centre was an objective set out in the Council's Corporate Plan and it was important this was progressed.

# AGREED: On the proposal of Councillor Stokes seconded by Councillor Casey it was agreed the Council proceed with the next steps with regard to the development of a Civic Centre for Newry:

- (a) Carry out a further evaluation of the 4 No. identified sites.
- (b) To consider a suitable form of public consultation regarding the 4 No. identified sites.
- (c) To prepare a financial model in respect of the sites identified.
- (d) To agree criteria in terms of site suitability to include planning, access and size.
- (e) To obtain legal advice in terms of procurement.
- (f) Management to forward a report back to Council via the next Meeting of the Strategic Projects Working Group in due course.

# 5) PRESENTATION RE: NEWCASTLE DEVELOPMENT PROJECT (DONARD PARK OPTIONS)

Mr Richard Moore and Ms Clare Bamber, Deloitte gave a presentation on Newcastle Development Project – Donard Park Options Appraisal. (Copy circulated)

Ms Clare Bamber gave a detailed presentation on the consultation findings and she referred to the following objectives:

- Establish Donard Park as a `Gateway to the Mournes'
- Develop Donard Park so that it draws out-of-state tourists to the Newry Mourne & Down region.
- Develop Donard Park so that it contributes towards an increase in overnight trips and associated visitor spend in the NMD LGD.
- To cater for the needs of current users to the Donard Park site including hikers accessing the mountains and sports clubs utilising the playing pitches.

During discussion following the presentation, Members raised the following points:

- The presentation predicates largely on the development of the Donard Park site – this is concerning as many people are not in favour of using Donard Park and this option has not been politically tested.
- Had consultation been carried out regarding the need for hiking/changing facilities.

Ms M Ward confirmed the Council were in the process of developing a Tourism Strategy which would be going out to consultation in September 2016. With regard to the provision of a wet facility, Ms Ward cautioned against this as being needed to enhance tourism.

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AGREED: A copy of the Presentation regarding Newcastle Development

Project – Donard Park Options Appraisal, to made available for

Members to view via Minute Pad.

AGREED: It was unanimously agreed to approve the following

Recommendations 1-4 as contained in Report from Deloitte, with regard to Newcastle Development Project, and to note that Item 1

was already underway.

6) PRESENTATION

RE: NEWCASTLE DEVELOPMENT PROJECT

(HARBOUR)

Mr P Allen and Mr S Villiers Deloitte and Mr Dermott Farrell Farland Developments, gave a presentation regarding Newcastle Development Project – Harbour. (Drawings were put on display)

After the presentation Members pointed out that if the Harbour area is regenerated it is important people live there and reference was also made to planning history regarding the site.

**Noted:** Council own land in the Harbour area

To dredge the Harbour would involve significant costs

AGREED: On the proposal of Councillor Taylor seconded by Councillor

Stokes it was agreed, in principle, the Council explore possible involvement in a development project at the Harbour at Newcastle,

and report back with further details to a future meeting of the

Strategic Projects Working Group meeting.

In the meantime, Senior Officers to meet with local DEA

Councillors and Planning Officials.

7) UPDATE

**RE: PROGRESS ON STRATEGIC PROGRAMMES** 

Read: Progress Report from Mr E Curtis Director Strategic Planning &

Performance, regarding development of strategic programmes.

(Copy circulated)

AGREED: It was agreed to note Progress Report from Mr E Curtis Director

Strategic Planning & Performance regarding the development of

Strategic Programmes.

It was agreed Mr E McManus to provide clarification to Planning

Department regarding where demolition rubble from the former

Newry Swimming Pool is to be deposited.

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It was agreed Council Officers to asses steel structures at Ballynahinch to establish if it is safe for use.

#### 8) DATE OF NEXT MEETING

**Noted:** The next meeting of the Strategic Projects Working Group to be

held on Tuesday 1 November 2016 at 3pm in the Conference

Room Downshire Civic Centre Downpatrick.

There being no further business the meeting ended at 5.30pm.

For consideration at the Strategic Policy and Resources Committee – 15 September 2016

Signed: Mr E Curtis

<u>Director Strategic Planning & Performance</u>

Report to:	Strategic Policy and Resources Committee		
Date of Meeting:	15 <sup>th</sup> September 2016		
Subject:	IT Strategy and Recommendations		
Reporting Officer (Including Job Title):	Dorinnia Carville (Corporate Services Director)		
Contact Officer (Including Job Title):	Dorinnia Carville (Corporate Services Director)		

1.0	Purpose and Background:
1.1	This briefing note presents the key features of the IT Strategy, the proposed delivery approach, and its estimated costs for Committee agreement.  In April 2016, we began a review of current IT arrangements and existing and new business requirements, in order to formulate a strategy for the future of NMD IT services, and the design of an IT Transformation Programme to deliver them.  The key aims of the Strategy work and an overview of planned activities were presented to the Council Meeting of 25th April 2016.  The IT Strategy has now been completed and agreed by SMT.
2.0	Key issues:
2.1	The Corporate and Directorate Business Plans set out an ambitious programme of activity to help us achieve our corporate objectives, much of which is heavily dependent on the timeliness, accuracy and availability of information, and on the right Information Technology for users to access it. They represent a range of new requirements for IT to support.  The way we specify, design and deliver our IT services should change to ensure that IT services work better together to meet business requirements cost effectively.  The current IT environment lacks the stability and resilience required to support existing business operations and service users. New business requirements will place further burdens on the environment and will call for higher levels of reliability.
3.0	Recommendations:
3.1	The Committee is asked to agree the principles of the Strategy and the concept of an IT Transformation Programme.  The Committee is asked to agree in principle the estimated expenditure of £7.6m over 4 years.

4.0	Resource implication	าร						
4.1	Estimated Capital and F	Revenue Profile b	y Financial Ye	ear				
	Capital / revenue 2010	6/17 2017/18	2018/19	2019/2020	Total			
	Current Revenue £210,0	£210,000	280,000	£0	£500,000			
	New Revenue £210,0	£400,000	£220,000	£10,000	£840,000			
	Capital £920,0	£2,750,000	£2,540,000	£50,000	£6,260,000			
	Total £1,340	0,000 £3,360,000	£2,840,000	£60,000	£7,600,000			
5.0	The impact of the estimated £6.26m Capital cost of the IT Transformation woul be approximately an additional 1% increase in Rates.  Equality and good relations implications:							
5.1	None	32						
6.0	Appendices							

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#### 1. Purpose of Briefing Note

1.1 This briefing note presents the key features of the IT Strategy, the proposed delivery approach, and its estimated costs for Council agreement.

#### 2. For Decision

- 2.1 The Committee is asked to agree the principles of the Strategy and the concept of an IT Transformation Programme.
- 2.2 The Committee is asked to agree in principle the estimated expenditure of £7.6m over 4 years.
- 2.3 The Committee is asked to approve commencement of the programme activity.

#### 3. Background

- 3.1 In April 2016, we began a review of current IT arrangements and existing and new business requirements, in order to formulate a strategy for the future of NMD IT services, and the design of an IT Transformation Programme to deliver them.
- 3.2 The key aims of the Strategy work and an overview of planned activities were presented to the Council Meeting of 25<sup>th</sup> April 2016.
- 3.3 The IT Strategy has now been completed and agreed by SMT.

#### 4. Drivers for Change

- 4.1 In developing the IT Strategy, we identified three primary drivers for change:
  - 4.1.1 The Corporate and Directorate Business Plans set out an ambitious programme of activity to help us achieve our corporate objectives, much of which is heavily dependent on the timeliness, accuracy and availability of information, and on the right Information Technology for users to access it. They represent a range of new requirements for IT to support.
  - 4.1.2 The way we specify, design and deliver our IT services should change to ensure that IT services work better together to meet business requirements cost effectively.
  - 4.1.3 The current IT environment lacks the stability and resilience required to support existing business operations and service users. New business requirements will place further burdens on the environment and will call for higher levels of reliability.

#### 5. IT Transformation

#### 5.1 Managed Services

The role of the IT department will change. It will retain the responsibility for strategic and

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commercial management of IT services, working closely with the business to define the Council's requirements. It will continue to provide key elements of local service delivery. However, it will direct Managed Services suppliers to deliver the infrastructure and IT operations activities. Activities will be balanced between our IT department and 3<sup>rd</sup> party suppliers to ensure best value.

#### 5.2 Reliable Platform

The IT Transformation Programme will resolve current performance issues and provide a reliable platform for new and improved IT for users.

#### 5.3 New IT Services

We will specify and procure new and improved IT services to address the new requirements presented by the business.

#### 5.4 Management of IT Services

We will centralise the management of IT budgets and procurement to provide more clear oversight of the IT estate in order to ensure an IT service where all components work together to deliver a better user experience and better value.

#### 5.5 Shared Services and Collaboration

We will explore opportunities to work more closely with our neighbouring Councils and share services where this delivers cost efficiencies or service delivery improvements for our community.

#### 6. IT Transformation Programme Delivery

#### 6.1 Overview

There will be a significant volume of Transformation work, much of it in the form of planning and delivery of IT projects. The Transformation activities described in the IT Strategy have been grouped into 16 projects for optimal delivery, for example, where they are most efficiently designed, procured or delivered together. Each project will be planned and delivered using a structured phased approach; each comprising a number of phases and will be governed by a clear business case process.

#### 6.2 Governance

6.2.1 The IT Transformation programme will be carefully governed to ensure it supports other Transformation activity and provides members with the appropriate level of oversight. The details of this governance are being developed in the wider context of the Business Transformation Programme.

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- 6.2.2 Governance arrangements will oversee a business case for each of the IT Transformation projects to ensure that all activity and spend is justified by the benefits it will deliver.
  - We will only initiate IT projects where there is a clear business justification.
- 6.2.3 Our IT team will work with the organisation to capture, understand and agree requirements for IT and to ensure that these requirements are met either internally or through a third party supplier.
- 6.2.4 The strategy is partly based on assumptions about the Council's strategic programmes. As these are clarified through the Business Transformation Programme, they will be used to provide more detailed scope for the IT projects, and to establish priorities for the delivery of the IT Transformation.

#### 6.3 Resources

For each project, an estimate of the effort and cost of the IT Transformation has been developed for different types of costs, as follows.

- 6.3.1 IT resources: The effort required from the internal IT team to support the project. Our team will be involved in the delivery of both Business as Usual and project activity. Because the IT team is small, most of the additional effort will be additional resources, for example on fixed term contracts.
- 6.3.2 Business resources: There will be a substantial requirement for business involvement to define requirements and business benefits for changes to IT services. This work will be widely spread, or part of existing workloads, and so a large proportion is expected to be absorbed by existing resources. However, some backfilling of staff will be required.
- 6.3.3 3<sup>rd</sup> party Professional Services: The programme is a major undertaking and we expect to utilise the services of third parties to support the specification, procurement and delivery of projects. Such support is expected where the Council does not have the necessary capacity or specialist experience, or where it is more cost effective to source the skills in this way.
- 6.3.4 Supplier costs: The estimated effort of supplier hardware, software and installation costs. In this area, especially, estimates are highly approximate at this stage.
- 6.3.5 Operating costs: The costs of new IT services. These costs have not been estimated at this time, but they will form a part of the business case for each project when scope is further detailed.
  It is expected that the scale of new requirements will result in an increase in the operating cost of IT, but that this cost will be offset by the cost savings and other business improvements that will be delivered by the new services.

15<sup>th</sup> September 2016



#### 6.4 Project Phases

- 6.4.1 Each transformation project will deliver IT into operational service through three phases:
  - Business Case and Specification ensuring there is a sound business or financial benefit to proceeding, ensuring that the project is properly scoped and specifying exactly what is to be procured or delivered.
  - Procurement ensuring that the specified services are selected to deliver the best value for money.
  - Implementation delivery of the specified services.

#### 7. Estimated Transformation Costs

- 7.1 Costs for the Transformation phases have been estimated based on engagement exercises with SMT and staff, and from experience of programmes of a similar scale elsewhere in the public sector.
- 7.2 More detailed costs will be defined in due course through the process of specification, market engagement and procurement. These will be monitored and reported against the initial estimates shown in the tables below. Please note that the estimated figures presented below differ marginally from those originally included in the IT Strategy, due to additional review and estimation.

#### 7.3 Estimated Costs of Transformation by Phase and Type

Phase	NMD Business Staff	NMD IT Staff	Professional Services	Supplier Costs	Totals
Business Case & Specification	£300,000	£180,000	£570,000	03	£1,050,000
Procurement	\$80,000	£160,000	£490,000	93	£730,000
Implementation	£370,000	£250,000	£500,000	£4,700,000	£5,820,000
Totals	£750,000	£590,000	£1,560,000	£4,700,000	£7,600,000

#### 7.4 Estimated Cost Profile by Financial Year

Resource type	2016/17	2017/18	2018/19	2019/2020	Total
Internal resources	£420,000	£610,000	£300,000	£10,000	£1,340,000
External resources	£920,000	£2,750,000	£2,540,000	£50,000	£6,260,000

15<sup>th</sup> September 2016



Resource type	2016/17	2017/18	2018/19	2019/2020	Total
Total	£1,340,000	£3,360,000	£2,840,000	£60,000	£7,600,000

7.5 Estimated Capital and Revenue Profile by Financial Year

Capital / revenue	2016/17	2017/18	2018/19	2019/2020	Total
Current Revenue	£210,000	£210,000	280,000	03	£500,000
New Revenue	£210,000	£400,000	£220,000	£10,000	£840,000
Capital	£920,000	£2,750,000	£2,540,000	£50,000	£6,260,000
Total	£1,340,000	£3,360,000	£2,840,000	£60,000	£7,600,000

7.6 The impact of the estimated £6.26m Capital cost of the IT Transformation would be approximately an additional 1% increase in Rates.



### IT Strategy

## Newry, Mourne and Down District Council

16th August 2016

V1.1



### **Document Control**

Version	Changes	Date
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### Sign Off

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### 1. Executive Summary

#### 1.1. Overview

In 2014, the former Newry & Mourne and Down District Council areas, including the Ballyward electoral area which previously sat within the Banbridge District Council authority, merged to create one of the eleven new 'Super Councils'.

Notwithstanding the ongoing requirement to deliver excellent services, we have faced the considerable challenge of integrating teams, processes and legacy cultures to create one seamless organisation with the capabilities required to deliver this merger and ensure that we are effectively structured and equipped to improve our services in the future.

The consolidation of these arrangements and our aims to provide ongoing and continuous improvements signalled the beginning of a significant period of change. In many areas we still have two legacy modes of operation, duplicate processes and duplicate IT systems. We continue to address these areas to embed a joined up approach that establishes the Council as a single entity and provides the foundations for improving the quality of the services we currently deliver to our citizens.

Over the past three months, the IT department has engaged with SMT and the Council to understand the outline business requirements that will require support. In doing so, we have identified three primary sources of change within the Council which this strategy describes and addresses:

- Our Corporate and Directorate Business Plans set out an ambitious programme of activity
  to help us achieve our corporate objectives. They present a range of existing and new
  requirements that IT must support. In future we will also explore opportunities to work more
  closely with our neighbouring Councils and share services where this delivers cost
  efficiencies or service delivery improvements for our community. This may also present
  further business requirements.
- We will need to improve how we specify, design and deliver our IT services and to do this
  we need to adopt new principles that see us better placed to make the right choices for IT.
- Our current IT environment lacks stability and resilience and is not robust enough to support
  existing business operations. Even without new business requirements we are not yet
  adequately positioned to confidently support our service users, Councillors and our staff.
  We wish to take advantage of new technology opportunities to improve our IT environment
  and create truly fit for purpose IT services.

All three sources create a requirement for change and are all independent of each other. Each source is valid in its own right; any one alone would necessitate a shift in how we deliver IT. Even if no new business requirements existed, there would still be a need to change. Together they form a comprehensive set of requirements which will influence our choices for IT in future and require a significant transformation of our IT tools and how we deliver them.

Additionally, the effective delivery of services relies heavily on the use of information. We need a significant range of accurate and useful information to help us fulfil our service and statutory

obligations. We expect our information requirements to increase over time as we add new types or collections of data that will be required to meet emerging business requirements in future. It is important that we understand the overall landscape of business and information requirements across Directorates so that we can form an agreed IT approach that meets the needs of the whole organisation and optimises IT investment. Without this clear view we run the risk that the IT products and services we deliver do not support our aims and fail to provide the efficiencies and improvements that we need.

Over the next 3-5 years we envisage the emergence of a number of business programmes tasked with delivery of internal and external service improvements. Each of these will provide a clear steer as to the requirements for IT support. Our Transformation Directorate will lead the set-up of this portfolio of programmes.

Until this wider governance is fully created, we have inferred and described a number of outline programmes to help plan and deliver IT service delivery. In doing so, we have identified those requirements for IT service resolution or improvement that are safe to progress in the absence of a clear business steer. In time the Transformation Directorate will provide clear direction on the common priorities to be addressed and the programmes which will be initiated to transform service delivery. A Transformation Delivery Plan will emerge from this activity. The IT Strategy and operational IT plans will be reviewed in light of this and refined accordingly.

Our IT Strategy also assumes changes to HOW we deliver IT services. Our current in-house technical operations do not allow us to deliver IT services as well as we would like. Our model will therefore undergo a change from a mostly in-house to a hybrid model which comprises a division of activities between our internal IT team and a range of managed services suppliers. We expect our suppliers to deliver the infrastructure and IT operations. The responsibility for strategic and commercial management and some aspects of local service delivery will reside primarily with our in- house team.

In support of the changes to the delivery model, we will also introduce changes to how we organise ourselves to identify, plan and deliver IT services. Improved processes (to govern how the Council agrees priorities and subsequently identifies, specifies, procures and implements IT tools) will help us maximise the return that we achieve from these critical investments. Without this wider governance and improvements to our operating model, IT runs the risk of remaining just a cost without the benefits that it should deliver.

The expected increase in requirements is likely to result in an increase in the operating cost of IT. However, this cost is expected to be offset by the efficiencies that will be derived through improvements in ways of working and productivity and will deliver a reduction in risk and cost of business operations. It is important that the Council's teams collectively identify where these improvements can be achieved to offset and justify this cost.

Finally, the strategy lays out a provisional programme of IT activity aligned to the inferred requirements and business programmes described earlier. This initial planning activity signifies the beginning of a longer term programme that will include the creation of an IT Transformation framework and will be supplemented by detailed planning and business case activity for each identified project.

The strategy therefore sets out the roadmap for IT service delivery for the next 3-5 years. It will guide our activity and through consultation with the wider Council, will lay the foundations for a

significant programme of IT Transformation to support our staff, Councillors and of course our community as our services evolve and mature. It will ensure that we build an IT environment that is secure and robust enough to support Council operations, that allows us to take advantage of new technological opportunities and allows us to be flexible, should our external environment dictate, through for example, the sharing of services.

#### 1.2. Summary of Indicative Costs

The total implementation cost of the IT Transformation programme is estimated at £7.6m.

This approximation includes all internal and external staff costs and supplier implementation costs over a period of up to five years.

An estimate of annual operating costs will be made in a following planning phase, when project scope and market engagement will provide the information required.

More detailed scoping and estimating work, and business justification, is expected to change this figure substantially.

#### 2. Introduction

#### 2.1. Overview

Newry, Mourne and Down District Council (NMD) is embarking on a significant period of transformational change. The recent merger presents a host of opportunities for service improvement and Council modernisation. There are also a number of challenges for the Council as it aims to create and develop a new organisational model and culture equipped to implement changes to national policy, introduce new services, effectively serve and meet increasing citizen demand and address the ongoing need to demonstrate efficiency savings without detrimentally impacting service provision.

Both opportunities and challenges place a heavy emphasis on the role of IT in supporting our aims. With significant change, comes implications for how we design, deliver and maintain our IT service to provide fit for purpose IT foundations and systems that help our people work effectively and help our citizens engage and use of services to optimum effect.

This IT Strategy considers the Council's strategic objectives laid out in Corporate and Directorate plans, its approach to meeting them, and the portfolio of Programmes that will manage delivery in future years

It shows how this context and business requirement drives a set of IT enablers that the IT department is responsible for delivering. It describes how we will organise ourselves to deliver the IT tools required by the business, and lays out the principles that will guide our activity. It also sets out a provisional IT project delivery structure and includes an estimate of the capital investment plan required to support the business requirements, which will be further developed and refined in later stages of more detailed planning.

IT services will be substantially transformed over the next 3-5 years, in turn enabling the business to change. This strategy is a roadmap that describes what will be delivered, when, how and why.

The strategy will be reviewed annually, and will itself guide annual delivery plans. It will form a basis for involving the IT Department's internal customers in collective planning for the IT roadmap.

#### 2.2. Structure of the Document

The strategy is structured as follows:

- Sections 3 5 inclusive set out the requirements that inform this strategy and the sources
  of change that drive IT transformation.
- Section 6 summarises these requirements.
- Section 7- 10 inclusive describe the nature of the IT transformation and the delivery model and operating model required to meet this, in essence the solution.
- Section 11 sets out the provisional structure for IT delivery and the associated IT projects.
- Section 12 presents the initial summary of illustrative costs which will undergo further refinement as part of planning and business case activity.

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### 3. Requirements: Business Requirements

#### 3.1. Our Corporate Plan

The Corporate Plan sets out the strategic context together with the high level vision and strategic objectives of the organisation up to 2019. It describes the range of services that the Council will deliver and operate over this period and the changes that the organisation will undertake. It is a key input into the development of this IT Strategy.

The plan is structured into eight related objectives and areas of activity that work together to achieve these aspirations. These are:

- Objective 1: Become one of the premier Tourism destinations on the island of Ireland.
- Objective 2: Attract investment and support the creation of new jobs.
- Objective 3: Support improved health and well boing outcomes.
- · Objective 4: Protect our natural and built environment.
- Objective 5: Lead the regeneration of our urban and rural areas.
- Objective 6: Advocate on citizens' behalf specifically in relation to those issues that really matter 'to you'
- Objective 7: Empower and improve the capacity of our communities.
- Objective 8: Transform and modernise the Council, providing accessible as well as value for money services.

Our core values are also a key feature of how we will deliver our aims. They are important in the context of the IT strategy as they provide an additional source of criteria against which IT choices can be assessed to ensure we provide the right IT tools that meet our values and culture. Our values are shown below and where appropriate, the strategy demonstrates an approach that aligns these aims.

Citizen Focused	We will actively encourage citizen and community engagement, as well as be a listening and responsive Council.
Accountable	We will make decisions based on an objective assessment of need and operate in a transparent way as well as openly reporting on our performance.
Collaborative	We will actively encourage and pursue working in partnership and at all levels to deliver for our District.
Sustainable	We will take into account the social, economic and environmental impacts of our decisions on current and future generations.
Fairness	We will proactively target actions at those who are marginalised in our community.

The Corporate Plan is intentionally ambitious and will require us to tackle a number of challenges in how we organise and manage ourselves to deliver our services including:

- Rationalisation and integration of legacy cultures, process sets and infrastructures.
- Embedding a culture that ensures decision making is evidence based and meet the needs
  of the organisation as a whole.
- Capturing and overseeing the delivery of potential efficiencies to be derived from the merger and ongoing business as usual service delivery.

- Engaging our stakeholders, including citizens, Councillors and staff.
- Establishing robust organisational oversight of performance and investment.

These all highlight the need for us to make fundamental changes to our ways of working. The provision of fit-for-purpose IT services that directly support and address business requirements is a critical prerequisite if we are to achieve our goals and transform our citizen services. Every choice we make about our IT services should be considered in this context. In doing so we will ensure that we maximise our investment in IT to deliver benefits to how we work, our staff and most importantly to the front line services we deliver to our community.

The Corporate Plan and the imminent Community Plan will provide the context for these choices, providing the direction of travel and anticipated changes and improvements which IT services will support.

#### 3.2. Strategic Drivers for Change

Whilst the Corporate Plan sets out the key areas of change and improvement, it is also important to be clear where existing strategic arrangements are not currently expected to substantially change. This will help us to create a stable baseline for requirements where possible. Assumptions may of course change over time, and so a key principle will be to design IT services that are technically and commercially flexible enough to accommodate this.

Engagement with SMT has confirmed that no material changes are expected to the following:

**Service Provision:** The current range of services that the Council delivers is expected to continue. However, the way we deliver services may evolve with potentially more reliance on voluntary or community support. Our statutory responsibilities are unlikely to alter substantially and so there is little on the immediate or medium term horizon that is likely to influence the IT service that we may wish to deliver. The one exception to this concerns regeneration powers where we may see a transfer of powers and functions as a result of discussions with the Department for Social Development.

Estates Strategy: Given the wide geographical nature of our service delivery we will maintain a two centre headquarter structure based in Newry and Down. Our current Headquarters locations in Newry – Monaghan Row and Greenbank - will continue to service our staff and communities until the introduction of the new Civic Centre provisionally scheduled for 2020. Our Down location, Downshire Civic Centre, will continue to be the headquarters for our Down based Councillors, staff and citizens. The introduction of the new leisure centres is a notable addition to our estate and will be serviced by IT as appropriate as will our community and satellite buildings. However, our estates strategy does not currently envisage any substantial changes that would have major implications for the scope of IT service provision.

**Budget:** Like all public sector organisations we must always be aware of the potential for budget reduction in government funding. However, until any such changes arise we will treat this as a general assumption rather than a given with specific targets. We will continue to be prudent with public funds and will consider our current budgets when making value for money choices about our IT.

**Shared services:** Shared services are an increasing area of opportunity for District Councils. This is expected to translate into the 'sharing of services' in the medium term; working in

conjunction with our neighbouring and national partners to find opportunities where we can procure services and solutions together or benefit from shared delivery arrangements. From an IT perspective this means a focus on finding areas where sharing can occur, for example data centres, collaborative IT procurements and license arrangements. Implicit in the success of these forms of shared service is collective agreement across Councils and other interested parties on the aims, outcomes and governance arrangements.

The Freshstart Agreement reinforces the need for us to actively consider sharing of services and we have already set up a working group to explore opportunities. It is important that any IT choices do not preclude us from entering into any sharing arrangements in future. Moreover choices should facilitate and support a move in this direction should circumstances change and the IT strategic approach will accommodate these as they emerge.

Any procurement activities should review the availability of public sector suppliers of all kinds, including shared service arrangements, and should review opportunities for joint procurement to spread fixed costs more widely.

There are understood to be no current plans to become a supplier of IT shared services to other organisations, and no plans for merger with other public sector bodies.

In any scenario where the Council consumes services from another party, then that party is a supplier, even though the procurement model may be simpler for certain suppliers such as other public service organisations.

**Collaboration**: Collaboration differs to shared services and our view of this relates to the joint working and sharing of information between NMD and other related public sector parties including Police, Fire & Rescue and Health amongst others. Our level of collaboration is expected to grow as we develop and implement our Community Plan. However, we do not currently envisage any significant strategic changes that would change the scope of IT services required.

Overall, the external strategic landscape is not expected to differ significantly from that which currently exists. In this context, our key aims in developing IT services to meet the needs of the organisation at this level are consolidation, future proofing and the ability to scale up to meet future changes. This will ensure that the IT services we deliver in the short and longer term meet our needs as we know now, but also give us flexibility to adapt and evolve should new drivers emerge over time.

## 3.3. Directorate Level Drivers for Change

The external landscape is therefore expected to stay relatively stable over the duration of the Corporate Plan, there is however a significant amount of internally sourced change planned at Directorate level which will inform much of our delivery as part of the IT Strategy.

Whilst the Corporate Plan focuses on aims which cut across the organisation, the Directorate Strategies and Business Plans are more service focused, with an additional specific emphasis on the operational delivery of those aims, as well as those services which are provided on an on-going basis.

The latter plans outline each Directorate's proposed actions and targets for the year 2015-16, and how they complement those in the Corporate Plan by linking Directorate activity with the desired outcomes of the Corporate Plan.

These activities are by their nature, varied and service focused but there are common themes from which general business requirements and so IT service requirements can be extrapolated. To summarise these themes, all Directorates reference a need:

- To gain a better understanding of the recipients of our services who they are, where they
  are located, what services are consumed with what frequency, through a sound and
  accurate evidence base (across the range of tourism, health, regulatory and technical
  services and so forth). This will support our Community Planning objectives and Social
  Investment Fund responsibilities.
- To improve HOW services are delivered making better use of community resources, liaison with partners and sourcing value for money 3rd party services and to help businesses and citizens to understand and have access to the range of services we offer.
- To a more or lesser degree, depending on Directorate functions, support staff and teams in working more flexibly across the region and in specific locations.
- For a performance management framework to demonstrate effective service planning and investment and delivery together with areas for intervention through accurate information management. This will help us deliver our commitments in the most cost effective, timely and appropriate fashion and meet our obligations related to Duty of Performance improvements.
- Specifically, to demonstrate performance against legislative requirements. This will require
  oversight of data relating to scheduling, audits, visits, non-compliances for example.
- For an end to end view of the asset lifecycle to help support effective management across
  the hard and soft estate through specification, procurement, in life use and
  decommissioning where appropriate.
- To manage their teams: who is working; when (planned and reactive); what they should be paid; when they should be trained; and personal development.
- For fit for purpose IT systems and tools that support their service specific requirements;
   Line of Business systems both for staff use and citizen, and for usable and appropriate devices whether in the office or on the move.
- Finally, in recognition of the merger, all Directorates need to set in place common structures
  and processes to enable newly formed teams to function effectively and to work as one
  supported by clear frameworks for operation.

The ways in which we will achieve our aims are diverse. We have aspirations for improvement across the spectrum of the Council's services and back office functions, with existing and anticipated strategic and tactical programmes of work focused on a range of organisational goals.

The Council is newly formed and will continue to mature and evolve and in doing so will further formalise its approach to delivering the business strategy. For the IT Strategy to deliver on its commitments it will require a clear strategic environment within which to operate, coupled with agreed business programmes and outcomes so that measurable benefits can be planned and achieved.

The existing suite of business plans provides a highly valuable picture of the service delivery environment in which we will be operating in future but does not in all cases raise specific IT requirements.

It should be noted that there is also currently a gap between the Corporate Plan and the coordinated delivery of activities across Directorates – the Transformation delivery plan. This gap is being addressed by our Transformation Directorate who in time will provide clear direction on the common priorities to be addressed and the programmes which will be initiated to transform internal and external service delivery.

Through the development of our corporate wide Transformation delivery plan, our Directorates will ensure that the delivery of common requirements is aligned and a common approach runs across all teams. That way we can ensure that any supporting IT requirements are specified with shared common benefits, value for money and efficiencies in mind. It also enables us to allocate resources (both financial and non-financial) most appropriately across the portfolio of organisational activity. Without this common view we run the risk that IT will be focused upon tactical fixes that address the short term issues without due consideration of common longer term requirements, where sustainable efficiency and productivity gains will be ultimately made.

Whilst the Transformation team develops the plan for overall business requirements, the IT Strategy will presuppose a number of inferred cross cutting corporate programmes which we expect to form over the next few years and which will provide a natural home for many of the IT requirements.

### 3.4. Anticipated Business Programmes

Engagement with SMT has helped to identify a number of key business requirements and potential strategic programmes of work which IT will need to support in future. The development of this strategy has therefore been based on a number of assumptions which will be further tested and validated through ongoing consultation and planning within the business and with Councillors.

The key areas of anticipated business focus and programme activity are summarised as:

**Service Modernisation & Back Office Rationalisation**: the purpose of which will be to fix and modernise the internal operating processes across the Council.

**Customer Relationship Management:** the purpose of which will be to modernise the customer facing aspect of Council operations and engagements.

**Information Management:** the purpose of which will be to establish/modernise the framework for the sharing, security and reporting of information across the Council.

**Ways of Working:** the purpose of which will be to stabilise/modernise how staff and Councillors work across the Council.

**Estates Modernisation:** the purpose of which will be to stabilise/modernise the Estates infrastructure.

A coordinated plan for IT delivery and IT modernisation will be put in place to support these programmes.

This IT modernisation programme will set in place the IT foundations to help support strategic programmes and provide a coherent, integrated, flexible IT service.

The following sections set out the anticipated areas of focus for each programme.

### 3.4.1. Service Modernisation & Back Office Rationalisation

With the advent of our organisational merger and over the course of the next 3-5 years we anticipate a substantial programme of transformation focused upon on our service delivery and how these services are delivered. There are two key areas of focus:

**Service Modernisation:** transforming HOW our services are delivered and making sure our front line services are properly equipped to deliver high quality services to the community.

**Back Office Rationalisation:** improving the processes that support our back office functions such as finance, human resources, procurement, payroll and many others.

Although our merger is complete in principle, we still have two legacy modes of operation in many areas of the organisation. It is imperative that we stabilise our internal and external service delivery by establishing and embedding new and refined processes to provide seamless, integrated services across the legacy regions. In doing so, we will unify and consolidate our organisation not only for the citizens using the services but also for staff delivering those services and our Councillors.

## Service Modernisation

Central to the modernisation agenda will be changes to our service models. We have aspirations to deliver services that make best use of our finances, optimise the potential for alternative delivery models through better use of our community resources, better use of our information to inform how we plan and deliver those services and better coordination across the range of services that we provide.

We plan to transform our leisure centre facilities to provide services that can compete with the private sector. We will continue to enhance and integrate our tourism activities to ensure NMD features high in the places people want to visit and have an exceptional experience when they do. We will also continue to develop services that aid a healthy community, working in conjunction with health agencies. We will make ongoing improvements to improve how we deliver our regulatory and technical services; making sure that we deliver these functions in the most efficient and optimised way. We will also cement our new planning responsibilities so that we provide a fast, responsive and justified approach to planning applications and subsequent processing.

Regardless of the service we provide, we must consider what we do in the context of the community as a whole, making intelligent decisions about what we deliver, how and to whom, recognising at all times that we have a common community base with the same users availing themselves of multiple services. It is important that our processes, information and models work together to give us a joined up view of our services, service users and how these relate to each other. All of these changes will require consideration of and investment in the technologies that we use to support our teams and our citizens.

### **Back Office Rationalisation and Improvement**

How we structure ourselves and maximise our internal processes will also be key to the ongoing success of the Council. The consolidation resulting from the merger will continue for some time as we continue to integrate teams and processes, particularly across our back office functions. This improvement offers many opportunities to remove waste and duplication from these processes, improving how we deal with the often lengthy and time consuming activities that our staff perform. There are some particular areas of note that are expected to be prioritised in the short and longer term.

Our processes in the areas of Enterprise Resource Planning (e.g. finance, procurement, human resources, and payroll) in particular offer opportunities for improvement. Many of our processes are currently manual and suffer from repetitive data entry and activity borne of a lack of integrated information flow and supporting systems. This can impact our ability to swiftly and accurately process information and hinders our staff from obtaining a comprehensive view of the service they are providing. Over time we expect the organisation to review these processes to identify where specifically duplication and waste exist and to set in place refined process and technology mechanisms to provide a more seamless flow. At the same time we will standardise and modernise the technologies that support our staff in these critical areas.

Many of our administrative processes are supported by paper based processes and templates which are returned to administrative teams for data input and processing. This can lead to labour intensive data collection, duplication of activity, retrieval issues and many potentially conflicting data sources. A rationalisation and streamlining of these administration processes can lead to efficiency and productivity improvements and will give us greater confidence that we have the accurate information we need to hand.

How we manage our staff is also of critical importance. We must be able to monitor and manage the lifecycle of their tenure from recruitment through to training and competency development, staff availability, performance management, well-being during their time with the Council and beyond, for example with regard to pensions. Presently, some of our processes stand in the way of effective management, with different procedures for different types of staff at different locations. How we manage staff attendance and absence, through for example TMS and Time ware and supporting processes is a priority area. Workflow processes must also evolve so that process and technology support each other and provide our staff with access to the accurate and up to date records they need. We will therefore expect an increasing focus upon integrating staff records and data to give us one single data source for our staff. In doing so we will have the information to hand that enables us to make the right decisions about how we best utilise our workforce to meet internal and service delivery objectives.

# 3.4.2. Customer Relationship Management

Improved engagement with and communications to with our community is a cornerstone of our Corporate Plan. Only through building a clear picture of our citizens and businesses will we be able to identify, plan and deliver services that meet their needs. The Council will determine our approach to Customer Relationship Management to ensure we have consistent objectives with regards to the data that we require and hold on our customers.

We must make it easier for our community, both citizens and businesses to engage with us through a wide range of access channels; web portals, phone, contact centre, face to face in offices and whilst out in the community. We must also design and implement these channels to ensure that engagement is easy and seamless for our community and that we are able to make the connections between the services that we deliver and the people that use them.

A comprehensive and coherent Customer Relationship Model is an essential pre-requisite to effective IT service delivery and any Customer Relationship Management (CRM) systems that we decide to implement to help us achieve our aims. We must have an agreed approach to how we want to engage with our community, how we want to capitalise on our interactions with citizens and how we will strive to improve the overall customer experience.

We anticipate a future programme of business activity that helps us to:

- Improve the mechanisms for how customers engage with us to make payments, make planning and license applications, book appointments for community support and so forth.
- Streamline customer contact channels to make it easy for our community to engage with
  us and facilitate the two way exchange of information via our website and other supporting
  communications mechanisms such as social media.
- Improve how we store, access and use our data to target and promote community services and ad hoc initiatives focused at priority groups in our community by accessing the right information from the outset.
- Create, store and manage integrated data relating to for example, scheduling, audits, visits
  and non-compliances of statutory functions. (including Food Safety, Health and Safety at
  Work, Public Health and Housing and Consumer protection).
- Improve the way that we manage our interactions through a central customer relationship strategy applicable across all line of business activity and creating a single integrated view of our customer from which all teams draw the necessary information.
- Allow our staff to share data with other public sector organisations where appropriate to enable a joined up view of our community and the public and improve the service that we collectively provide to our community

The development of a Customer Engagement Strategy will ensure that Council services, even when delivered by different departments, are centred around the customer in seamlessly and consistently. This engagement strategy will be a key input into the delivery of this IT Strategy.

### 3.4.3.Information Management

Everything we do and deliver as a Council is predicated on timely and easy access to accurate and reliable information. The ability to access, analyse and use our information is a pivotal requirement as it informs decision making both at strategic and operational level. We must be able to share data, import data and make data available to all who need it, both internally and externally where appropriate.

The creation of an organisation wide information management framework will help us achieve all we set out in the Corporate Plan. It will guide what information we require, how we will use it, where we will store it, what protocols will govern its usage, what security requirements we have to keep it safe and what benefits this will bring. It is important that we inspire confidence in the accuracy, accessibility and use of our information across its lifecycle. There are many areas that will benefit from improved information management, three of which are outlined below:

Service Planning: We will need to collect and maximise organisational data to enable effective performance management. Historical analysis of service usage and delivery across all Directorates will help us predict future demand for services. This will help us to tailor and make more of the services we deliver to the community and seek out central government funding sources which can only be sought on the basis of tangible quantitative evidence. Additionally, sharing of service based information with other public sector parties will help an integrated approach to community planning.

**Performance Management:** Similarly, access to centralised, accurate and reliable information on internal performance indicators and budgeting performance will help us deliver services according to our means. This will enable us to focus investment where it creates the most value and ensure we maintain a consistent and proven approach to delivery that demonstrably helps us achieve our priorities.

Compliance and Statutory Obligations: We are legally obliged to keep accurate data and so will continue to have a number of requirements for accurate performance management information for a number of years. We must achieve secure and compliant information security across the entire organisation and enable information exchange of sensitive information between trusted partners.

Consequently we will need to provide and support a secure technology and information environment to meet our operational, statutory and legal obligations. To this end, we expect organisation wide activities focused upon improving information governance whilst requiring technical solutions that enhance our effectiveness. This will include a defined approach to data warehouse, business intelligence and performance management dashboards.

The activities that we expect to be initiated should include:

- Definition of an information architecture and information management framework.
- Strategy and guidance on information management protocols.
- Creation and maintenance of standard and coherent datasets across the organisation.
- Development of a records and retention schedule and associated policies.
- Development of policy to ensure compliance with the Data Protection Act and secondly to ensure staff and processes adhere to policy.

 Guidance on appropriate security measures to protect the Council's people, assets and data.

# 3.4.4. Ways of Working

Changes to our ways of working are necessary to stabilise and modernise how staff work across the Council so that we can optimise our processes and our time. We envisage three areas of priority with regards to changing to our ways of working over the lifetime of the Council and this strategy:

- Where we work.
- How we work together and with others.
- How we store records.

# Flexible working

Our Headquarters are 35 miles apart, with many satellite offices in between. It is imperative that we adopt more efficient ways of working so that we can support staff and Councillors to be more effective working in locations other than a fixed office. We want to enable better use of our offices and community buildings and to give our people the tools they need to work productively regardless of where they are so that they are not constrained by physical location. Our staff and Councillors will need better access to information and file stores whilst on the move and will need a consistent and reliable mechanism through which to access this information wherever they are.

Whilst all staff will benefit from improved flexible working tools, our community based staff in particular will be able to work more efficiently. The availability of new tools will enable us to introduce new ways of working within these teams, for example, environmental health, planning building control and waste management and maintenance. The use of remote devices will enable data to be input into the relevant corporate systems at the time of the activity, avoiding the need to return to the office to upload and/or download data. The availability of real time information will aid responsiveness in service delivery for our waste management and maintenance staff through the potential for dynamic job allocation and route optimisation.

We recognise that a more mobile and flexible manner of working will require process and cultural changes which will in turn determine requirements for technical solutions relating to desktop use, mobile device management and security amongst others. This will present a number of future requirements for IT and IT service delivery which will be determined through liaison with the Transformation team.

### Improved Productivity and Internal Collaboration

In tandem with our service modernisation and back office rationalisation agenda, we will be seeking ways in which we can enable our staff to work more productively and collaboratively. Our teams rely heavily upon each other to effectively deliver services. There are significant opportunities in how we enable better workflow within and across Directorates.

The use of standard and integrated collaborative tools to support joint working will be a key feature here. As our processes are streamlined, we will put in place a range of tools that facilitate a more consistent and standard working environment across the Newry and Down regions. The use of a common network, common telephony arrangements, integrated workflow tools,

common data repositories, a shared content management system and an effective email solution will help in this regard.

Crucially the use of smarter technology platforms and devices will enable business functions to re-engineer their processes to achieve efficiencies. Therefore any up-front investment here will be offset against future business efficiencies.

## **Knowledge and Document Management**

Our organisation produces a vast array of information, much of which is currently stored as either paper based records or electronically in a variety of different locations. We therefore also expect to modernise our more generic administrative services and provide support for those teams where there is a heavy reliance on information retrieval, data collation and processing.

The organisation will identify areas where we can begin to reduce this reliance on paper based records through improved processes and a full migration to electronic based documents and records.

We will therefore explore how we can establish an organisation wide programme that includes new processes supported by an Electronic Document Records Management System (EDRMS). This programme will enable easier storage, accessibility, retrieval and management of our records and better workflow across teams. We have made some steps towards this in our Newry location, but will need to explore ways in which we can bring a standard approach to document and records management across the organisation.

IT will play a key role in providing a fit-for-purpose tool that will add great benefit to the whole organisation but particularly for those staff involved with building control, performance management, risk management, audit, health and safety and Freedom of Information requests.

# 3.4.5. Estates Optimisation

Our estates plans, as mentioned earlier, are first of all based on a need to consolidate and make continued best use of our regional headquarters. Downshire Civic Centre, Monaghan Row and Greenbank must provide fit-for-purpose facilities if our staff and Councillors are to work productively whilst on site.

In conjunction with our flexible working aspirations, we will also be seeking ways in which we can make use of our existing spaces to accommodate a more agile manner of working, providing working spaces that complement the more traditional model of a fixed desk per person. This will require a working environment characterised by reliable access to systems and an effective infrastructure, through a sufficient stock of user devices (PCs etc). A further key feature will be the provision of effective Wifi services to enable our staff and visitors to work securely and easily when not at a fixed desk on site.

Our Corporate Plan also emphasises the need to make better use of our community buildings, by staff, the visiting public and potentially other public sector organisations. Our wider offices also hold a visible place in the local community. Increasingly they offer the potential to act as a hub in which to hold relevant community events and joint working with other local public sector organisations. Again, our estates plans will evolve in this area to identify additional uses including co-location opportunities to save money and share investment and to facilitate wider public sector collaboration. It is possible that we may transfer responsibility for some assets to

the community but in all cases we will explore ways in which the Council can ensure that our building infrastructure will effectively support all who use it.

Of specific note is the introduction of the new leisure centres. As an organisation, we are currently looking at the ways in which IT can support a more joined up environment for those using and delivering these services, from system use to the provision of the new IT infrastructure. In a similar vein, although much later, we will explore how IT will need to support the development of the new Civic Centre that will become the main headquarters in Newry in circa 2020.

To ensure we continue to meet local needs we will seek strategic opportunities with regional partners to offer and share common services so that we can contribute to the regional reduction and best use of building assets, particularly through IT use.

Finally, we have a responsibility to ensure we maximise use of all our estate, including land and forestry. Improved information will help us monitor and track building and land usage so that we are able to make informed decisions about how we continue to use, manage, fund and service this estate. IT will play a role in all of these areas.

#### 3.4.6.IT Modernisation

The IT Modernisation programme will be focused upon ensuring that there is an effective and sustainable IT environment supporting the seamless delivery of all organisational activity and the achievement of our Corporate wide and Directorate goals.

We need to build confidence in our infrastructure, systems and IT processes so that we are able to provide secure, reliable, resilient, common and stable foundations for existing and new business requirements as they emerge.

The IT service needs to be more integrated across the whole organisation and both the Corporate Plan and this strategy is driving us towards that. We will set in place common platforms, standardised IT approaches and a standard IT infrastructure to help the organisation consolidate its newly merged status and ensure that all staff have access to the right tools and systems to do their work. We will also work with Directorates to plan and scope the IT components of all strategic and delivery activity either internally or externally.

Later sections of this strategy set out the specific requirements of IT modernisation and how these will translate into a coordinated programme of organisation wide activity.

### 3.5. Information Management

The successful delivery of the range of services and requirements we have described so far together with the way in which we manage and plan them is entirely reliant upon the availability of accurate up to date, reliable information of many different types. Information management is essentially the filter that translates business requirements into IT requirements; it tells us what information IT needs to support and links it to specific business requirements and processes.

The strategy so far has laid out a number of requirements stemming from the Corporate and Directorate plans. These clearly imply a need for a range of data across the organisation, for example:

- Improved service usage data to inform: (service usage data) e.g.
  - Service development and planning.
  - Targeted marketing and reporting against citizen need.
  - Lobbying for central government and private funding for local and regional infrastructure investment.
- Improved budget and spending information (financial data).
- Improved contract and SLA information and management (supplier data).
- Improved oversight of legislative and statutory compliance and corporate planning and policy, e.g. Audits, scheduling, complaints, Freedom of Information, processing of planning status and applications and NIEA reporting (statutory/ reporting data).
- Improved workforce management information (staff data).
- Improved information about our range of assets including buildings, equipment, fleet, IT, land, forestry and so forth (asset data).

We must be able to have confidence in the accuracy and completeness of all our data if we are to make joined up, informed and evidence based business, financial and service decisions that reflect the needs of the Council and it citizens as a whole.

This implies a need for a review of our information management framework and processes to ensure that accurate, sensible and usable information is created in the first instance and that our culture encourages our staff to understand the importance of good information management and maintenance of good practice.

Additionally, our information is currently fragmented and resides in many different formats and repositories depending on its type. There is a proliferation of standalone systems and spreadsheet based tools which means recording, access, analysis and interpretation for modelling and reporting purposes is often manual and can be highly time consuming. Added to which the discrete nature of the information precludes us from being able to form an end to end, consistent and centralised view of our information assets; the lack of one central source of information 'truth' can lead to conflicting and potentially inaccurate conclusions.

Over time, the amount of information we process is likely to increase, and the nature of the information is likely change.

A transformation of our information polices and processes together with better, more integrated mechanisms through which to hold, access, analyse and use our data will provide dramatic improvements in our ability to plan, monitor and deliver our services to best effect. How we manage our information will be a critical success factor in ensuring that we successfully deliver and meet our service obligations.

# 4. Requirements: The IT Principles

#### 4.1. Overview

To help guide our decisions over the next 3-5 years and design an IT service that meets the target operating model/ target architecture, we will also work to a number of guiding principles. These principles will help us ensure that we keep our information, people, processes, technology, security and governance requirements at the heart of all we undertake.

# 4.2. Introduction to the IT Principles

The IT Principles are the 'code' or the 'rules' against which we determine our choices for IT and service delivery. It is important that we assess all requirements in this context if we are to ensure that we are making decisions for the right reason. They provide a best practice framework for us and in doing so act as one of our additional sources of requirements and change. If the rationale for using a new process and/or technology does not align with these principles, then it is unlikely to help us achieve our goals.

There are six key interrelated Principles which form the foundations of building the Council's IT Strategy. These are shown below:

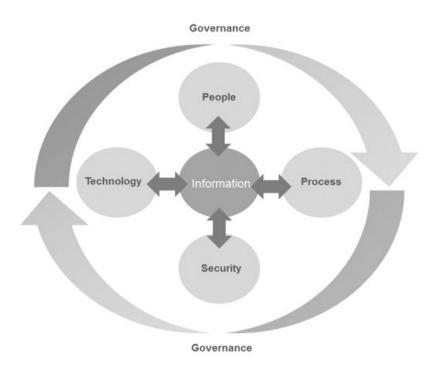


Fig 1: Core IT Principle areas

The following sections set out each principle area and their rationale.

Principle area	Rationale
Information	The right information is available to the right people at the right time for the right reason. Information is the key tenet of the principles – everything we do is based on ensuring we have the meaningful data we need to make informed decisions about everything that we do.
People	Technology must ensure that our people can access information and work to best effect. The technology we use must be easy to use, unobtrusive and fit for purpose to this end.
Process	Processes and technology should be aligned and mutually supportive. Technology is only fit for purpose if it enhances the process, minimises the steps and bottlenecks, reduces duplication, reduces the cost where possible and results in more effective and seamless service delivery. We must always maintain a stance of people and process first, technology second.
Security	Our Service must comply with appropriate National Information Governance (IG) and security standards – the technologies and service model we deploy must help the organisation work in a more secure way.
Technology	Technology is not an answer in itself. The use of technology must adhere to preceding principles – i.e. it makes it easier for people to work, simplifies processes and maximises access to information. Technology use should be standardised and consistent across the service to meet the objective of reducing cost but also enabling greater integration and joined up working.
Governance	Effective organisation, management and monitoring is key to our success. Management of our IT policies, tools and processes, must be supported by effective organisational governance that helps us to make the right decisions, by the right people for the right business reason.

There are also a number of broader 'foundations' which we will use to guide our decisions and service delivery. These underpin and work in tandem with the core principles above.

- Value for Money: we must ensure all IT services offer cost effectiveness either in themselves or enable wider service and process efficiencies.
- A sound business justification: ensuring there is a demonstrable business need and that our IT contributes to and is a core component of the programme tasked with the achievement of the goal.
- Enabling growth: IT services must enable our model for the future services should support
  improved flexibility and responsiveness to meet future, perhaps as yet unknown, business
  requirements in a more rapid and structured manner.

- Resilience: services will be reliable and resilient and protected from failure as far as possible; where failures do occur, resolution and recovery should be rapid.
- Ensuring and supporting business continuity.

### 4.3. The Principles

### 4.3.1.Information

Information is the lynchpin of all we do; our processes and technology are only useful if they enable access to the right information at the right time for the right purpose by the right person. To optimise our information, it must be:

- Not duplicated data recorded once at point of capture and updated at source.
   [where data must be duplicated, there will be a master source, and a mechanism for propagation]
- Timely data provided at the point of need; collected in a timely manner to support information use and reporting.
- Accessible available to those that need it, when they need it. Including supply to partners and 3rd parties.
- Dynamically provided wherever possible accessed on demand, not up or downloaded to and from other repositories.
- Accurate accurate and kept up to date.
- Secure only accessible to those that require access.
- Able to be interrogated Is captured and structured in a way that supports analysis and effective use.
- Owned by a data controller in the organisation.
- Needed actually to be used internally or is required to meet national/government drivers.

To this end it is crucial that we understand what and how data is collected, stored and used across the Council and make data quality the responsibility of every person using and creating our information assets.

We must revise our processes to help us rationalise data collection and ensure that key business information and data is captured once but used many times depending on need. Technology can help us achieve this but the underling solution must be process and culture driven.

We must develop the means to produce Business Intelligence reporting to suit business needs and this must be driven by organisational priorities and statutory obligations. A wealth of data does not mean a wealth of useful information.

We will adopt open data principles and the necessary information governance around this to ensure we make available the appropriate information to the wider public.

# 4.3.2.People

The 'people' principle recognises the need for technology to enable our staff to make informed decisions. Without access to information our people are less effective and service delivery is

detrimentally impacted. When making choices about what IT would best service the needs of our people we must consider technology that is:

- Useful our IT must serve a demonstrable purpose for our users and give our staff and Councillors the support they need to do their jobs. There must be a clear business justification for its introduction.
- Easy to use we must make sure IT can be easily used to ensure the path of least resistance from our IT 'customers', both internal and external. That way we reduce the risk of wasting our investment and maximise the benefits that we can hope to achieve.
- Unobtrusive users see only what they need to see. We must minimise the amount of technology that we expect our users to adopt – from application use, to the use of devices, to the number of email addresses and sign in requirements. We must reduce the task requirements, increase the ease at which they access information and remove all unnecessary, superfluous activity.

### 4.3.3.Process

The 'process' principle builds on the information and people principles; recognising that people need access to information and the process is the means by which they access and use to best effect. This is relevant to both internal ways of working and where our staff and Councillors work collaboratively with other organisations or the public irrespective of the location from which they work.

Our technology should support clear business processes and be based on use cases and user types; understanding what our staff are trying to achieve, the steps that they take and where technology could add benefit. For example, a proliferation of paper based records across the organisation can often be a symptom of either a weak process or a lack of confidence in technology which has not historically been applied in the right way or for the right purpose.

Where technology best succeeds there is full alignment – the technology plays a clear role in and aids the process – in effect the two are one in the same thing.

With this in mind, our IT should:

- Minimise the steps involved in the process- less is more with no unnecessary steps.
- Support simplification and standardisation of tools and approach across the organisation.
- Enable joined up workflow.
- Enable a paperless/ light environment.
- Enable our people to work across organisational boundaries and processes.
- Enable our people to work as effectively whether remotely, from offices, other sites or on the move.

- Be part of a single Architecture that clearly maps the relationship between all information management elements.
- Be managed in one place, so that all IT decision making and budgetary control is brought together in a single process.
- Align with other regional delivery partners wherever possible, for cost saving and collaboration.

### 4.3.4. Security

Certain departments within the organisation may at times have a requirement to securely share data with other external public sector agencies In future, we will require the ability to effectively share this data with specified external agencies, always subject to assured and documented data controller and data controller arrangements. To support this in future, we will be guided by the following security principles.

- Levels of technical security must be proportionate to the risk at hand. A 'gold' solution may not be appropriate for a bronze level requirement and may mean wasted investment.
- Security is the responsibility of everyone in the organisation; technology can only succeed
  if there is a security minded culture with supporting processes.
- Technology must support staff and Councillors in their everyday roles, without unnecessary burden or unacceptable levels of intrusion.
- Access to IT and information should be process driven and or/ role based; there should be flexible mechanisms to allow us to alter who has access to what.
- Technology must aid secure data exchange internally and externally with other national and local public sector bodies.
- · Our technology must be compliant with national or industry standards by default.
- We should use technology that helps us comply with HMG IG guidelines and industry accepted standards.
- We must have effective and secure support for Disaster Recovery and Business Continuity.

### 4.3.5. Technology

The four principle areas above directly influence the technology principles. We will:

- Introduce standardisation of platforms that can be shared across our organisation and with other agencies where appropriate.
- Rationalise our system use to reduce management cost and risk and make use of industry standard commercial products which rely on less customisation and in depth knowledge to use.

- Utilise standard supplier delivery and maintenance models to minimise effort and impact to the organisation.
- Use technologies that can easily scale as our use grows and enable us to respond to changes in our organisation or environment.
- · Use technologies that provide us with greater resilience and reliability.
- Ensure closer integration between systems either from the outset or re-engineering where appropriate and cost effective; in order to minimise double entry and ensure a single source of truth.
- · Use technologies that support improved workflow.
- Apply innovation where it adds value not for the sake of it.

#### 4.3.6.Governance

Effective governance both in terms of how we manage IT internally as a department and how we engage with the wider business to establish priorities, manage and monitor delivery and collectively make decisions that benefit the organisation as a whole is a critical enabler to all preceding principles. It is the wrap around that links all principles into a coherent framework for planning and delivery.

#### We will ensure that:

- The input of IT is acknowledged and represented on the appropriate strategic and operational decision making bodies.
- The IT department should act as a key advisor to the organisation on all matters IT related
- IT procurement should be controlled in one place.
- IT budget management should be controlled in one place.

The governance principle is discussed in more detail later in this strategy under the plans for a new operating model.

# 4.4. Summary

In summary, the principles above provide us with a framework against which we can sanity check our future decisions about and investment into IT and provide a guide for making choices that meet with our values, behaviour and best practice aspirations. The IT enablers that we will put in place to transform our business will be selected with these principles and the business programmes that they support in mind.

# 5. Requirements: IT Current State

#### 5.1. Overview

The existing technology and IT management estate, the IT team itself, and the way in which the business engages with IT are for the most part formed of the legacies from the Councils that were merged to form NMD.

Some consolidation has taken place in key areas, such as some aspects of the Finance system, but in other areas there remain either different technologies, separate instances of the same technologies, or different uses of the same technology. Operating procedures also differ between the legacy councils.

This section does not present an exhaustive list of all the technology and process issues to resolve, but instead highlights the most important areas that should be resolved to meet the requirements of current business processes.

The current state is broken down into four sections - Devices, Applications, Infrastructure, and Services. This gives a user, or business process, driven perspective of the IT services; users use Devices to access Applications, which run on Infrastructure.

This Device/Application/Infrastructure technology stack is supported by Services, such as service desk, security control, condition monitoring, solution design, order processing and so on.

### 5.2. Devices

With some exceptions, most of the devices in use at NMD are of serviceable age, such that a rolling programme of refresh would be sufficient to maintain an appropriate estate.

However, there is no clear and co-ordinated policy for device use, describing what devices types a user should need in order to carry out their work. This lack of policy carries a risk of provisioning unnecessary or inappropriate devices and a proliferation of non-standardised devices.

Tablets and smartphones are particularly likely to be affected by lack of clear policy. Their usability is also likely to be disappointing if the device is not considered in the wider context of the applications and security environment that they present, and the infrastructure over which they operate. These features make it more difficult to drive value from the devices.

Part of the desktop device estate at Newry requires immediate replacement as it is not capable of supporting the replacement for Windows XP, an operating system which must be replaced for a number of reasons, including some security issues.

The telephony device estate is suitable for the current corporate telephone systems, though there may be opportunities to move towards softphones and closer integration with mobile handsets.

There is a high number of printers in use, suggesting that cost savings could be made by improving processes to reduce the need to print at all, and by standardising on a smaller number of more economical printers, most likely under a form of utility service model.

# 5.3. Applications

The service catalogue details applications by group of functions, outlining the current provision, and high level intentions related to individual applications. They are also grouped according to the part they play in the application environment.

Applications in the General environment are those that are widely used by most staff, including personal productivity tools like Microsoft Word, basic tools like email and calendaring and telephony.

Applications in the Line of Business environment are specialist tools used by teams for particular activities, for example dog licencing, planning applications and finance. They include applications such as websites and CRM tools which may be in use by large numbers of staff.

### 5.3.1.General

The Lotus Notes email and calendaring tool is functional, but presents some limitations in supportability and flexibility to integrate with other applications, and is not readily adapted to mobile working. There may be cost savings in moving to a less fully featured platform, as well as reliability improvements.

The approach to desktop, personal productivity applications, and remote access services is not fully standardised, resulting in divergence of user experience and some security risks.

The directory structure is not yet fully integrated. Several different directory domains exist and should be consolidated to improve control. Identity management is a largely manual process with some cost, reliability and security risks.

The corporate telephony service is comprised of two largely independent legacy systems, with some limited interoperation. The Storm IP telephony solution supporting Down sites is a cloud system with generally good stability. The Meridian system supporting Newry sites is an older technology that is difficult to support, and has recently suffered a major outage.

There is no standard approach to electronic document and records management (EDRMS), so the control of the Council's electronic information is not fully consistent between departments and sites.

The approach to endpoint security is not standardised across the estate, and there are some security risks with the current arrangements which are being addressed.

### 5.3.2.Line of Business Applications

The Finance, Budgeting, HR and Payroll systems are not well integrated, and information does not flow automatically between them in most cases. Some important functionality gaps, for example in direct debit handling and invoice management, drive substantial process costs through manual workarounds.

The Council's website and portal estate is fragmented, delivered on different platforms, with limited standardisation of branding, and without a common content management system. It is also not within the control of the IT department.

Spreadsheets and bespoke databases are in use for some important business functions, and these present issues of reliability, support and security.

### 5.4. Infrastructure

For the most part, the computing infrastructure remains split between Newry and Down along legacy Council lines. Although there are reusable components, the infrastructure suffers from significant reliability risks and performance issues, and has limited resilience in some important areas.

### 5.4.1. Datacentre, Computing & Storage

The two machine rooms in Downshire are serviceable, and the Monaghan Row facility is acceptable, but requires some improvement. There is no effective Disaster Recovery facility for the computing infrastructure in Newry, and the legacy Down and Newry computing estates are almost completely independent and do not support each other. In both sites, the servers themselves are of serviceable age, subject to a rolling replacement programme.

The design of the computing environment is not well documented in some areas, creating some management and stability difficulties.

### 5.4.2.Network

The NMD Wide Area Network (WAN) currently consists of the two legacy WANs joined together; it is not a fully integrated WAN. Connectivity with Internet and Network NI resources could be managed in a more streamlined design.

The legacy Down WAN is an MPLS network operated by Vodafone. Although it is due for renewal, it is broadly fit for purpose. The WAN for the Newry sites is a hub and spoke design currently provided by Capita, based in part on older LES and EPS technologies. Users report issues which are in part related to the performance of the network, particularly at satellite sites.

The quality of the Local Area Network (LAN) varies substantially from site to site. There are some design and stability issues to address, and certain management issues, including access to the configuration of parts of the Downshire office LAN.

Corporate, guest and public WIFI provision is not standardised, and some parts of it suffer from substantial performance and compliance issues.

There is no standard model for remote and mobile access to corporate information resources. As a result, there are considerable process inefficiencies, as well as some important security issues.

# 5.5. Services

In consultations, users rate the IT service desk function as being responsive, knowledgeable and engaged with the business. There are some minor concerns with the timescale of delivery in some cases.

The IT team is highly loaded, and suffers from periods of excessive demand that are difficult to manage. The combination of three major sources of demand makes this capacity limitation more acute; the team is at the same time working to handle service requests and incidents, to consolidate the legacy IT environments, and to address new requirements. The team also lacks in-depth technical skills in some areas, relying on 3rd party support.

Management of 3rd party contracts is made particularly difficult by a lack of documentation in some areas. In several cases, key 3rd party services are consumed where the specification is either poorly documented, out of date, or the documentation cannot be found.

Certain 3rd party contracts are particularly problematic in that the IT team is not able to manage the service directly, but the supplier does not work to a clear service level agreement.

Some longer term aspects of IT service management are not fully addressed. For example, enterprise architecture, business analysis and specification are not well resourced.

Although individual security is addressed through individual technologies, the overall approach to information security is somewhat fragmented.

## 5.6. Summary

In a number of key areas, the current IT technology and service estate do not meet existing business requirements. These problems should be addressed, in order to support the Council's existing processes more fully, but particularly to form a stable platform on which to deliver its strategic future requirements.

The most pressing issues to address are in the infrastructure, security and team resourcing areas, and in the control or replacement of 3rd party contracts.

Opportunities exist to ensure application functionality more closely matches business process requirements and to refresh technology to take advantage of new technologies for cost savings. Change in respect of applications and devices will be largely driven by new business requirements.

# 6. Requirements Summary

The preceding sections identify three sources of change for IT services:

 Business requirements stemming from the Corporate Plan, Directorate Business Plans and Strategies, and organisational consultation to date.

These requirements underpin the vision for the services we wish to deliver in the short and longer term. Understanding these requirements in the context of the information required to plan and deliver our services helps us to translate and filter business requirements into a technology requirement that will in turn determine an appropriate technology solution to meet each need.

 IT Principles – our guiding framework, where we need to adapt our existing approaches to a new model to deliver IT in a better or more different way, improving our confidence and assurance in IT.

Adoption of the principles will provide us with a tool to sanity check our future IT choices to ensure that they meet the people, process, security, technology and governance requirements and provide a consistent approach to IT solution design.

The current state of IT and its ability to support Council operations in future – the aspects
of the existing services that need to be resolved to address current performance issues,
and to provide a better foundation for the delivery of new information technology to support
future business requirements.

All three sources create a requirement for change for each and are all independent of each other. Each source is valid in its own right; any one alone would necessitate a shift in how we deliver IT so even if no new business requirements existed, there would still be a need to change.

Together they form a comprehensive set of requirements which will influence our choices for IT in future and require a significant transformation of our IT tools and how we deliver them.

The following sections describe the IT Transformation to be undertaken and the nature of the delivery and operating models required to deliver this transformation.

# 7. The Solution: IT Future State

# 7.1. Overview

From these three sources of change, we have formed a view of the required IT future state for the organisation.

- Some future state IT requirements are directly driven by specific business requirements, for example, for applications to support new business processes or changes to ways of working.
- Others are more indirect; an IT requirement has been inferred based on a business outcome
  that will be strongly supported by a technology component.
- Others are directed by deficiencies in the current state of the IT estate.

This section sets out the key changes that will made to create this new state.

# 7.1.1.Devices

A standard collection of end user devices will be in place, deployed to users according to the requirements of the way they work, managed as part of the same security and information environment.

User will need the minimum number of devices to carry out their work effectively. This will minimise the total cost of the device itself through purchasing and management cost savings, and of the business process by standardising the user experience.

At this time, there is no driver for users to be able to use their own devices to access corporate applications or data, though the potential for this future requirement will be considered.

# 7.1.2.Applications

Wherever possible, applications will be closely matched with business requirements, and data will flow smoothly between applications so that business processes are not interrupted by technology constraints.

Applications will be optimised for devices such that the user is able to operate business processes in the most economical manner. The device will become an integral part of the process, eliminating double handling of information or returning to an office location to record transactions.

Users across all areas of the Council will work within a consistent general applications environment so that collaborative working is facilitated and the cost of provision of the basic productivity toolset is most economical.

Wherever possible, Line of Business applications will be commercial off the shelf products, capable of integration with the Council's other applications. Common features such as invoicing will not be duplicated between products, but instead done once through standard integrations.

### 7.1.3.Infrastructure

The business requirement for corporate systems and data to be highly available throughout the estate and in the field indicates a strong requirement for a reliable and resilient infrastructure.

Server computing, data storage, network and endpoint connectivity will increasingly be treated as one continuous platform that will be actively managed for high availability, including at least some out of hours support.

As business processes become more closely dependent on technology solutions, the requirement for short recovery point and recovery time objectives in the event of a major failure will become correspondingly more important, particularly in respect of financial and regulatory transactions.

### 7.1.4. Service Management

IT services will be fully documented in a Service Catalogue, clearly describing the scope and service level which applies to each part of the IT services. Service levels will be set based on business requirements in respect of availability (uptime), time to fix and hours of operation.

Performance against service levels in respect of service requests, incidents, problems and availability will be monitored and reported to identify trends and issues.

The software and hardware components of the IT services will be fully documented in a configuration management database.

A comprehensive security policy set and security monitoring service will be set in place to safeguard the Council's information assets, complementing a robust collection of information management policy documents.

The IT team will co-ordinate a comprehensive ITIL aligned service covering all aspects of 1st, 2nd and 3rd line support and including enterprise architecture, solution design and procurement. User training and business analysis will be enhanced to ensure that the Council is able to make maximum use of its information technology.

### 7.1.5. Governance

IT products will be procured centrally for the organisation, to ensure that they are compatible and integrated with other components of the IT environment to ensure for example, that they are compatible with the device choices, fit with the security requirements, and operate on a compatible Operating System and so forth.

### 7.2. Summary of IT Future State

Overall, the IT future state responds to the business need for:

 Integrated corporate systems, particularly in respect of Finance, Procurement, HR and Payroll to support comprehensive and joined up enterprise resource planning (ERP).

- Modern fit for purpose Line of Business systems that operate closely with each other and with corporate systems, so that information is available to users when and where they need it.
- A strong Business Intelligence function that enables our staff and Councillors to access, analyse and interpret management information.
- Systems and processes that provide us with a consistent view of the customer a unified customer engagement model or CRM.
- A secure and stable IT infrastructure that is more reliable and resilient to avoid downtime, loss of productivity and risks to service delivery and data loss.
- Devices that are appropriate to the task at hand and support users their working style.

# 8. The Solution: IT Transformation

### 8.1. Overview

The scale of the transformation of IT services from the Current to the Future State is substantial, dictated by the three principal sources of change described previously. This section describes the major themes of the transformation which will be developed further into delivery projects in a subsequent stage.

#### 8.2. Devices

We will review the business requirement for use of devices of all kinds by our teams and will develop a clear view of workstyles, describing how and where different types of user access corporate information.

For each workstyle, we will identify the ideal range of end user devices, giving consideration to the usability of applications on particular devices, and the information and application features required by staff.

A key driver will be our intention to change the way we work, increasing the ability of our staff to work more flexibly between sites and in the field.

We will review the requirements for printing, and identify how print costs can be reduced through reduced usage, and by ensuring that the print that is essential is delivered in the most cost effective way possible.

### 8.3. Applications

We will develop an outline enterprise architecture to map business requirements and information flows, and to identify functional gaps. We will develop a framework to support the selection of appropriate technologies to meet business requirements, including guidelines for the evaluation of cloud and hosted applications and the minimum requirements for application interoperability.

Working closely with the business, we will identify business process requirements, matching them against current applications to determine mismatches. Where there are mismatches, we will clearly determine the best value solution, including specification of new functionality, new applications, or business process change.

We will de-duplicate applications and instances to simplify the applications estate and support the migration towards standardised business processes. Wherever possible, we will identify opportunities to move business functionality from standalone applications to features within a smaller number of core applications.

We will develop an information asset register to better understand and control corporate information, will analyse information flows to identify master records for key data, and set in place mechanisms to reliably maintain data integrity between applications.

We will lead the specification process for applications to fulfil new business requirements, including for Business Intelligence and Data Warehouse. We will support the process of developing the business case for these major application requirements, helping the business to understand what is possible from the market and to articulate the requirement clearly.

In respect of CRM, we will work with others to identify a clear strategy for all forms of customer engagement, and determine the appropriate tools to manage the relationship with customers of all kinds. This will address all aspects of engagement and channel shift, including web, contact centre, telephony, email, social media and other forms of communication. It will address the management of web content, including bilingual requirements.

We will work with users to reduce the dependency on personal productivity tools such as access databases and excel spreadsheets for business processes, by identifying those processes and making use of functionality in core systems wherever possible.

### 8.4. Infrastructure

We will consolidate the Council's IT infrastructure to create a secure and flexible foundation for applications that is both reliable and resilient, with an appropriate level of Disaster Recovery.

We will determine the best value solution for the computing and data storage infrastructure, evaluating options including the use of Council sites, Colocation, and managed services at an off-site location. The latter two will include evaluation of the NI Public Sector Shared Datacentre.

We will converge and upgrade our WAN to create a single corporate WAN. This will be procured as a managed MPLS service from a specialist supplier. We will work with regional partners to evaluate opportunities to use Network NI or its successor if it delivers value for the Council.

We will review the requirements for corporate, guest and public WIFI, and determine the best value secure and regulation compliant solution or solutions for each part of the requirement, standardising the diverse provision that exists today.

# 8.5. Services

We will develop the IT service as far as practicable to follow ITIL best practice. It is unlikely to be necessary or economical to implement all aspects of ITIL.

In particular, we will deliver stronger commercial control of 3rd party contracts and extend the range of IT support services that are provided in respect of strategy, design, and business analysis and engagement.

By whom these services should be provided is discussed in the Delivery Model section which follows. The Operating Model describes how we will resource the IT team that supports these services, and how IT will be governed to be more closely integrated with other Council functions.

# 8.6. Summary of IT Transformation

In respect of technology, a major infrastructure consolidation and improvement will provide the reliable foundations for a more intensive use of information technology.

Applications will be enhanced or replaced so that they work better together, and so that they meet more closely the requirements of business processes.

Careful attention will be given to how users work with information technology to fulfil their objectives, so that the most suitable devices are made available for them to work effectively from a wider range of locations.

The provision of IT services will require changes to the level and type of resources, supported by a governance model that positions IT more closely to business processes.

Even with additional project resources, the implementation timescale for the IT Transformation is likely to be substantial, with delivery phased over time. Interim solutions may therefore be required in some cases, either to maintain current business processes, or as steps towards later stages. These will be determined during the detailed planning phase.

# 9. The Solution: Delivery Model

#### 9.1. Overview

The IT Future State demands an ongoing workload that includes new activities of different types, and some new skills, and thus a higher workload than the current environment. This workload will add to the scale of the changes to the delivery model that are in any case required in order to resolve issues with the capacity and capabilities of the current IT team.

This section identifies how the steady state workload should be delivered, in order to determine the appropriate structure of the IT team in the following Operating Model section. It establishes an approach to determining whether the work should be done by suppliers or by an enhanced IT team, and which is best placed for different elements of the work.

The IT Transformation itself is a major undertaking, with a correspondingly high project delivery workload. This one off effort of reaching the new delivery model, is also addressed in the operating model.

### 9.2. Delivery Model Principles & Assumptions

In evaluating whether and how work should be split between the Council and suppliers, the following assumptions have been made.

- The Council aims to have the best value IT services rather than the cheapest services; the best balance of quality, price and risk will deliver the greatest business benefits.
- It is assumed that it is cheaper to use NMD resources for activities wherever possible.
   Although like for like salaries are broadly comparable between public and private sectors when all T&Cs are included, private sector wage increases are likely to widen any gap. The Council has typically had some difficulty in recruiting to specialist IT roles.
- Tasks that suppliers will typically find most costly to provide are those that require dedicated resources and those that must be locally based.
- IT activities that the Council carries out today, and that can be reliably continued should, in principle, continue to be carried out by Council employees, since that represents a lower cost and low risk solution.
- Where there is risk associated with the matters beyond the control of the supplier market, such as in respect of changes in legislation, or uncertainty as to the Council's future requirements, then the Council should retain the management of the risk. Suppliers are likely to overstate the charge for such risks, making them expensive to transfer.
- Some activities will be very difficult for the Council to deliver when their full range is recognised. For example, compliance with standards and industry certifications are important elements that are difficult to maintain cost effectively at a small scale.

- In all cases, there will be an NMD IT function, because there are some tasks that cannot be let to a supplier. This "Intelligent Client" team could be as small as a contracts management function shared with other Council departments, or shared with other Councils.
- The role of the IT department is essentially divided into two parts. The operation of the IT infrastructure delivers a business benefit that is essentially binary the business either has or does not have an IT platform that meets its requirements for reliability, resilience and security. The work of ensuring that business requirements are met by the application and information management layers is that which delivers the greatest and most variable business benefit. There is therefore a strong case to focus Council effort most strongly on the use of IT, provided that the underlying platform can be delivered first.
- The cost of IT services is predominantly personnel costs. Hardware and software licencing charges are estimated to be around 20-30% of the total IT cost, and so the main differentiator of cost between delivery models will be the cost of labour and its overhead, particularly if the supplier mark-up on the non-staff costs is small.
- In reviewing differences between delivery models, it is assumed that the quality requirement will be fixed, so that the price and risk for each option are assessed in respect of the same level of performance.

# 9.3. Delivery Model Scenarios

The delivery model options cover a continuum from 'In-house' to 'Outsourced', with a number of hybrid models in between. Third party temporary resource such as fixed term contract, agency staff or client-side professional services are considered to be Council resources, since they are entirely directed by the Council and behave as employees rather than suppliers.

### 9.3.1.In-house Delivery

In order to deliver the full range of services required, it is estimated that it would be necessary to increase the size of the IT team to around 12-16 people for ongoing operations.

The team would comprise service management, strategic and business engagement staff, as well as specialist technical design and technical operations staff.

#### Cost:

In principle, this model should be the lowest cost by at least the net profit of a supplier, and that part of corporate overhead that cannot be reduced if work is transferred to a third party. However, there may be additional cost associated with providing the background services that do not require full time resource, or that are called upon intermittently. Examples include industry relationships and certifications.

### Risk:

This option presents a high risk to the delivery of the services. The Council will find it difficult to replicate the full range of IT overhead activities economically, and may find it difficult to recruit

and maintain an appropriately skilled team. This model is essentially the current approach.

### 9.3.2. Outsourced Delivery

In this model, only the contract management activities that cannot be transferred to a supplier are retained in-house.

There may be more than one supplier, but the responsibility for ensuring that suppliers work together technically to provide the services would fall either to one of the suppliers, or be closely defined in the contracts.

The supplier(s) would be responsible not only for IT operations, but also for strategy and business engagement, the definition and procurement of new services, and the fulfilment of all service requests.

It is assumed that the technical solution can be the same as for the In-House model, and that the prices obtainable for components such as software licences are broadly the same for both parties.

### Cost

This is likely to be the highest cost solution because the supplier's margin will apply to almost all the costs of delivering the services. It will be greater that the cost of the In-House model by the supplier's Operating Profit (typically around 6-12%), plus the amount of duplicated corporate overhead (estimated at 10%), plus the small amount of additional contract management effort, and less any supplier efficiencies. The total additional cost could be expected to be around 20% higher than the In-House model, or more if the supplier pays higher salaries.

# Risk

The technical risk in this model is low, since it is assumed that the supplier will be selected based on its experience of delivering similar services.

The role of the supplier in developing strategy could make it difficult to control the direction of services. With a small Council team, it could be difficult to maintain commercial pressure on the supplier over the term of the contract, leading to price escalation in future.

### 9.3.3. Hybrid Delivery

In the Hybrid model, activities are delivered by NMD staff wherever it is cost effective to do so, and by 3rd party suppliers where that offers best value.

Within this model, two variants are possible in respect of the 3rd party suppliers:

### Single Supplier

A single supplier delivers a fully managed service for all of the in-scope services. The supplier may deliver services of its own, or may use services from other providers, according to whichever offers best value to the Council. Suppliers are likely to use 3<sup>rd</sup> party

specialists for at least some of the services, including Co-location (Datacentre), WAN and other core services.

The supplier takes responsibility for ensuring that the services work together to agreed service levels.

### Multiple Suppliers

In this variant, NMD manages more than one supplier to deliver different parts of the service catalogue. Suppliers are responsible for the end to end delivery of the services they provide, and are contracted to work with each other to the Council's benefit. However, the Council retains some responsibility for the end to end performance of the services through its management of the various suppliers.

This approach trades additional control for the Council for an increased co-ordination workload on the NMD team. This approach might be taken if the supplier's charge for this managing agent co-ordination does not represent good value, or if there is a driver for the Council to select certain parts of the services directly.

The principal drivers for retaining direct control of the services include:

- Where commodity services are available in the market as mature managed services, and require limited management effort from the Council.
- Where the Council has a reason for wishing to control a component more closely, for example if it is provided as a shared service by a public sector body.
- Where a service stands alone, is not closely connected with other components, and requires limited management effort. Examples could include web-based line of business applications with narrow scope and no integration with other systems.
- Where the supplier margin for management is not justified by the effort involved, and the Council could reasonably manage the service itself.

A contract should be put in place with one supplier (usually the largest) to provide a managing agent service, managing contracts on the Council's behalf where there is value in doing so. This makes it possible to effectively move between the multiple and single supplier models and back over time.

In this variant, the Council takes responsibility for ensuring that the services work together to agreed service levels, although some of that responsibility may be shared with a supplier acting as a managing agent.

### Cost

Provided that the co-ordination activity that the Council continues to carry out does not add cost, and assuming that contracts clearly divide responsibilities to avoid duplicate costs, the cost of the Hybrid model could be expected to fall between the in-house and outsourced models.

Risk

The Hybrid model carries some risks associated with the clear division of responsibilities between Council and suppliers, but in principle the overall risk is lower because each party will carry out only those tasks that it is most capable of delivering.

### 9.3.4. Optimal Delivery Model

The delivery model risk and cost index are shown in the diagram below.

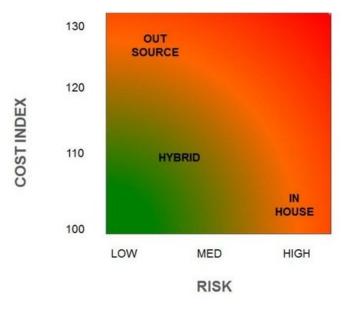


Fig 2: Delivery Model Cost & Risk Matrix

The In-house and Outsource models are at opposite ends of the risk/cost balance. Moving between the two trades risk against cost in a Hybrid model.

The Hybrid model represents the best value balance between cost and risk, and should therefore be selected. Careful management and contracting makes it possible to reduce both cost and risk.

In the Hybrid model, task division can be varied so that delivery becomes closer to In-House provision, or closer to Outsource provision, within some boundaries. It is therefore possible to weight cost and risk according to the Council's stance and select the preferred balance.

# 9.3.5. Division of Activities

Given the preferred Hybrid delivery model, this section reviews the likely division of activities between the Council and suppliers, based on the delivery model principles.

For some tasks, there is a clear rationale for Council or supplier delivery; for some the split will be determined by a value test such as a procurement. The division of activities may change over time, transferred between the parties according to future resource constraints or additional availability for example.

#### Council tasks

The Council is best placed to deliver some task itself:

- Commercial and contract management: of IT suppliers and monitoring of value.
   These tasks cannot be let to a supplier without substantial commercial risk to the Council.
- Strategic direction: the direction of IT services and driving the efficient use of IT within the
  Council should be a primary role for the IT team. The strategic direction may include
  collaborative shared services which may be detrimental to a supplier and so would thus
  create a conflict of interest if the activity were let to a supplier.
- Business engagement: the Council should retain responsibility for identifying business requirements and translating these into a requirement for IT tools and solutions to ensure a coordinated approach to meeting business need.
- Technical oversight and information architecture: the Council should retain sufficient technical skills to oversee the supplier's design proposals, testing them to ensure they are valid in meeting the requirements of the business. The IT team should also play an active role in determining how systems work together to manage the Council's information assets to deliver value. In these areas, the IT team will work very closely with supplier technical and solution design personnel.
- Service request fulfilment activities: tasks that can be completed during normal working
  hours and that do not require specialist technical skills, will be most economically fulfilled
  by the Council IT team. This will particularly be the case for activities that require site visits
  and so may be expensive for suppliers to resource.

# **Supplier Tasks**

The main driver for tasks to be delivered by suppliers is the level of specialist technical skills required. These are difficult for the Council to source and maintain reliably, and most importantly, rely heavily on a substantial support structure which the Council will have great difficulty in replicating at its small scale.

- Computing Infrastructure: the level of specialist technical resource required suggests that suppliers should provide the technical computing infrastructure. This is the supplier's specialist area of expertise and the Council would have great difficulty in economically fulfilling all the overhead activities that the supplier will bring with a benefit of scale and experience. Value tests will determine which Data Centre (DC) option is the most cost effective – remaining on site or moving to a supplier, NI public sector or cloud DC.
- WAN: Wide Area Network (WAN) is a specialist area where managed services offer good value for money, particularly in respect of network monitoring and liaison with carriers. Suppliers will be best placed to provide this, spreading fixed costs between the Council and other customers. WAN is available as a largely commodity product and there is likely to be value in contracting separately for it to obtain best of breed services. Network NI's next iteration may offer value and so the opportunity to converge with that should be addressed.
- LAN Management: requires specialist technical resources, but typically intermittently, such
  that is thus difficult to resource cost effectively in house. LAN management may be bundled
  with the desktop management service or with the WAN service, both of which are likely to
  be provided by suppliers.

- Telephony: a single corporate telephony service is likely to be a fully managed service. In
  the same way as WAN, telephony is a near-commodity service, and there will be value in
  contracting separately and in reviewing opportunities to converge with other public sector
  partners.
- Monitoring and Security Monitoring: these specialist activities are closely tied to the
  computing infrastructure and offer good value when they are part of a larger service since
  they require only intermittent attention. A computing infrastructure supplier will typically offer
  this service at a competitive price, in part because it will be in his interest to monitor to
  minimise service failures.
- Application and Platform Support: ensuring that application and operating systems upgrades are managed coherently requires a strong technical capability which suppliers will be better placed to provide, particularly since it will include some fixed costs divided between many customers.
- Desktop Support: subject to the design of the computing environment, desktop support is likely to be closely associated with the computing infrastructure, or to be an application management activity.
- Service Desk: the supplier will have a well-developed service desk function, including the
  systems, processes and staff to operate it. These are likely to be available 24/7. The costs
  of this will be spread across multiple customers and the Council will benefit from this. The
  close relationship between the monitoring platforms and service incidents makes it practical
  for the supplier to operate the service desk. Note, however, that the service desk may direct
  certain requests to Council staff for fulfilment, and Council staff may also record requests
  and incidents directly in the supplier's service management systems.
- Configuration Management: many of the physical and software assets will either belong to, or be managed by, the supplier, who could be expected to manage them through the service desk systems.
- Service Request Fulfilment activities: Tasks that require out of hours or specialist technical
  response are likely to be most economically fulfilled by the supplier. Suppliers may also
  have software tools that can automate simple request fulfilments economically; these
  opportunities to simplify the Council workload should be pursued.

# 9.4. Summary of Preferred Delivery Model

The preferred delivery model is a Hybrid delivery in which the Council retains responsibility for some tasks, while others are provided by supplier. The detailed division of some tasks will be determined by a value test process such as a procurement.

The most likely outcome therefore is that we will have a range of suppliers to manage various elements of the technology stack; responsible for physical architecture, network provision and monitoring, platform provision and performance with some bleed into software as a service through a thin integration layer. The Council IT team will therefore play a key role in providing business requirements to ensure strategic direction along with SLA management with some tools to assure the quality and coherence of the solutions and services we use.

# 10. The Solution: Operating Model

### 10.1. Overview

The operating model sets out how IT will be managed and the organisational and governance changes we will make to make sure we can oversee and deliver an effective IT service over the next 3-5 years. We aim to make adjustments to the way that we work, both as an IT team, but also more widely in respect of how the IT team engages with the wider organisation and how wider organisational processes can help us implement a more rigorous and effective operating environment in which IT serves.

### 10.2. IT Team Scope

The delivery model assumes that where it makes financial and operational sense, responsibilities for service delivery should be transferred to external supplier(s).

This shifts the focus of the internal team from an in-house operations team to one with responsibility for the effective development, specification, procurement and delivery of a business led IT service. The aim of this shift in focus is to best position ourselves to build an IT environment and so by implication an IT team that meets the needs of the business in future. We envisage a significant amount of IT support required over the time that the strategy covers and much of this will be in the form of IT project work that will be required to support wider business programme delivery.

There are five key areas of responsibility for the evolving team:

- Strategic management
- Business relationship management
- Technical assurance
- · Commercial and contractual oversight of 3rd party suppliers.
- · Some Service Request fulfilment



Fig 3: Team functions

Our newly structured team will work with the business to begin to translate our business strategy into clear roadmaps and business cases for business and IT change and benefit.

# 10.2.1. Strategic Management

The IT team to date has played a relatively operational role within the organisation. The extent of anticipated change means there is a need for the IT team to take a more much strategic role in decision making about what IT services and solutions are specified and procured. Only by doing this can we be sure that we are making the right investments that deliver value for money and meet our needs as a whole.

### The IT team will:

- Provide strategic guidance and advice to the wider Council on all matters IT related.
- Work with emerging portfolio and programme management functions to support the delivery of strategic priorities and agree resource allocation.
- Work with our third party suppliers to ensure that proposed solutions are aligned across the organisation and with strategic objectives.
- Manage IT spend and budgets with regards to Business as Usual services, new services and ad hoc requirements.
- Together with our procurement team, act as a procurement gateway for all IT procurement requests ensuring that all IT procurement flows through a single team.
- Take the lead on information management activities ensuring that we have a coherent and compliant approach to the way in which we access, use, manage and store our information to best effect. This will also help us to understand and manage data flows across teams, processes and systems.
- Make sure that our IT team is appropriately skilled and supported to have an effective team delivery.

# 10.2.2. Business Relationship Management

In a similar vein, the IT team will work with the organisation to identify business requirements where an IT solution would result in improvements and efficiencies.

Central to the new mode of operation will be the need for all departments to produce a sound business justification for business change and any associated IT requirements. The IT team will work with wider teams and service groups to understand business direction and operational needs and translate these into business benefits and IT requirements for solutions and services that the new IT suppliers will deliver. The team will facilitate the clear articulation of business requirements together with the business processes that they support.

The business, with the help of IT, will produce clear business cases outlining project scope, IT costs and subsequent benefits. In doing so we will ensure that only IT services that meet a clear business need are specified and bought.

The core activities will include:

 Working with the business to identify, rationalise and articulate business requirements for translation into a technical requirement.

- Working with the business to understand key processes to highlight business and technical dependencies, requirements and opportunities to work better.
- Acting as a gateway to manage the flow and channelling of user requirements from the wider organisation so that requirements and subsequent workload may be prioritised and resources allocated appropriately.
- Providing a single point of contact for new service/ solution requirements from the business.
- Developing and operating a new service development/ request process, including identification with stakeholders, of opportunities for new services.
- Oversight of the management of BaU IT workload.
- Providing support for the development of business cases that include IT elements, cost and dependencies.
- Working with suppliers to make sure these requirements are translated into effective IT service arrangements.
- Working with suppliers to plan and implement the service and train the service users to achieve the desired IT requirement and business outcome.

#### 10.2.3. Technical Assurance

Whilst many of our services will likely transfer to third party provision, it is important that we retain some technical oversight of the solutions and services that our suppliers offer and provide. Whilst recognising that our suppliers will bring a wealth of industry knowledge and technical expertise, they will never understand the relationships and interdependencies in business requirements as well as we do internally.

Our IT team has the in-depth knowledge of how our Council teams and processes interact, how the current systems interrelate and how any changes to these in future may impact how we work, either positively or negatively. We will therefore provide a degree of oversight that helps us to test our suppliers and ensure that proposed services and solutions work together to give us a coherent IT environment and common IT architecture that meets our stated objectives. We will also challenge the supplier to ensure that technological advances in the market are exploited.

#### 10.2.4. Commercial and Contract Management

The nature of our new delivery model means it will be important to have a strong hold over service delivery through strong commercial arrangements and clear, measurable service level agreements. A transfer of responsibility in some areas does not mean a transfer of risk. We must therefore maintain ongoing oversight and tracking of how our suppliers deliver against their contractual requirements. This will be a key feature of the team's responsibilities and will involve both strategic commercial management, with the support of our procurement team, but also operational supplier management.

### Core activities will include:

- Leading the development of contracts to improve performance.
- Ensuring suppliers deliver the contracted services to agreed Service Level Agreements through operational and commercial monitoring.
- Maintaining an overview of contractual compliance and contract management issues including the management of service credits (where appropriate).

- Maintaining an up to date and accurate register of all 3rd party provider contracts and assets.
- Maintaining a detailed understanding of the cost and price drivers of IT services and contracts and identifying areas for improvement and cost saving (VFM).
- Together with the procurement team, leading the procurement, tendering and best value evaluation associated with new products and services.
- Reviewing and approving processes for service management prepared by suppliers.
- Reviewing and auditing invoicing processes to ensure confidence in the 3rd party billing.
- Verifying actual supplier billing.
- Engaging with the business on matters of service delivery, continuous improvement and VFM.

#### 10.2.5. Service Request Fulfilment

The hybrid delivery model indicates that the Service Desk function rests primarily with the supplier, and explains the rationale for this. Our team has built excellent relationships with our staff and Councillors and so we aim to retain an element of support for service request response internally with our team.

Service requests will be fielded by the Service Desk to our team and are expected to include the following activities for example:

- Moves, Adds and Changes to central system directories resulting from changes to service personnel or status.
- Support for on-site technical set up (IT equipment room provision for example).
- Productivity tools applications support.
- Special requests SMT and Councillors where local processes dictate.

It is however important that the organisation and its staff adheres to any new Service Desk protocols to ensure that we optimise the skills of both our own team and those of our suppliers and avoid unnecessary service cost.

# 10.2.6. Resource Flexing

The resourcing approach to supporting the delivery of this strategy is based on the assumption and principle that there is a clear delineation of activities between our team and our 3<sup>rd</sup> party suppliers.

The delivery model earlier set out a demarcation of responsibilities and shows there are key strategic and operational activities and responsibilities where it make either commercial or political sense to retain in-house.

The core types of activity for the IT team specifically will be in two key areas: steady state management and support of IT projects. These are described in turn below.

# Steady state management

Steady state management refers to the core team activity required to ensure the delivery of this strategy and maintain BaU support.

Our resourcing model assumes a core team to perform the functions described above, supplemented by additional resource as required. The level of resource is expected to remain relatively constant however it is conceivable that the requirement for resource may increase as the total level of IT service engagement and management grows. Over time we will expect to see an improvement in the tools and processes that we use to support us and so any increase in resource should be counterbalanced by the efficiencies here.

This team will consist of permanently employed people to ensure that the team can retain corporate memory, support succession planning to deliver continuity of service quality throughout the 3-5 year period and enable multi-skilling of the team. Working together on a daily basis will allow the team to grow together and meet these aims.

# IT projects support

In addition to the steady state management focus, there is expected to be a substantial amount of project workload caused by IT projects and the extra work they incur; essentially the same activities as above but greater volume. For example, most business projects which have an IT component will require additional business engagement and technical oversight, even though any chosen supplier will also dedicate additional resources to such projects. This may essentially require an increase in the number of steady state resources.

Furthermore the range of anticipated business programme activity will necessitate additional ad hoc support to ensure there is sufficient capacity available to support projects. This experienced resource may be recruited on fixed term contracts to manage cost but also ensure availability; resources will be expected to move from one project to another, creating a pool of interchangeable and transferable experience. The cost of this resource will be attributable to the IT projects that they support, but they will be managed as part of the IT team.

Some activities will require specialist support, and others will be intermittent, such that it would not be cost effective or appropriate to employ resources on a permanent or fixed term basis.

We have already procured a contract with Acuity Business Solutions to provide client side consultancy, commercial and procurement support to address these specialist and intermittent requirements.

To summarise, the internal IT team should be a hybrid team comprised of a range of support including permanent employees, staff on fixed term contracts, and consultancy support which will flex over time. Later planning will determine the specific structure and size of this team.

### 10.3. Procurement Route Decision Model and Principles

For some services, there may be the option to contract directly, for example through a framework that allows direct award, or because the value is low, or because the Council has a special relationship with a supplier such as a public sector shared service. Others may require a formal market test. Both these routes are considered to be procurement, in that both must ensure that NMD obtains services that meet the requirements and demonstrate best value.

The scale and route for vary for different requirements. It is likely that most services will require a formal procurement process, through an existing framework or through an OJEU compliant procurement of some kind.

In all routes, the objectives and many of the processes will be the same. Only the mechanism is different - the same considerations apply in that the procurement process must:

- Confirm supplier credibility suppliers must meet the minimum requirements.
- Obtain a fully documented solution proposal from the supplier.
- Confirm that the solution meets the requirements.
- Confirm best value and affordability identify the most economically advantageous tender, and verify the affordability of the solution.
- · Be clear what NMD responsibilities are.
- Lead to a contract capable of signature.
- Identify the Preferred Bidder.

In all specification and procurement activity we will seek advice and direction from the market to help us shape our services. In general, we will aim to buy services based on outcome specifications, meaning that we will describe what we need services to do, and ask suppliers to identify their best value proposed solution to deliver that outcome. Suppliers will compete to use their industry and technology knowledge to identify the best solutions.

We expect to procure at least one contract with a supplier which allows for services to be varied and added to over the life of the contract. In this case, the supplier will undertake some market testing for solutions on our behalf. We will control the process for this procurement to ensure that it delivers the same value as if we had operated the procurement ourselves.

# 10.4. Joint Procurement

We will explore opportunities for joint procurement of services with other public sector bodies and will take advantage of appropriate existing frameworks that deliver some of the same benefits.

Although the costs of joint procurement are likely to be higher, those costs may be shared with procurement partners, offering savings if specifications are sufficiently similar.

Joint procurement offers three types of savings:

- Firstly, larger scale may deliver lower unit prices from suppliers. This is unlikely to be a
  major driver, since the total demand will likely still be a relatively modest contract size.
- Cost savings from sharing procurement costs, management costs and other fixed costs could be expected to be more significant, although there are additional governance costs to consider.
- Finally, using the same technical services will make it possible to work more closely with other organisations, or to share staff, provided that business processes are also standardised. Although more difficult to capture, these shared service savings could be substantial.

#### Business Engagement Model

Central to the effective delivery will be the need to put in place a new model for how the IT team engages with its customers, both staff and Councillors. As described earlier it is important that we set in place a rigorous approach to agreeing business priorities, that we establish rigorous and robust business justification for IT spend and have sound governance processes to support this.

### 10.5.1. Sound Business Justification for IT Spend

Our IT team will work with the organisation to capture, understand and agree requirements for IT and to ensure that these requirements are met either internally or through a third party supplier.

This will require joint effort from IT, SMT, CMT and the wider departmental teams working in tandem to establish clear priorities and develop a structured and deliverable pipeline of work. Whilst the strategy currently assumes a number of strategic programmes, future clarity of the wider organisational strategic plans and timescales will help us in this respect so that we can meet organisational objectives in a timely and effective way with measurable benefit. We will also use the agreed organisational strategic programmes and tactical projects as our basis for establishing priorities.

#### 10.5.2. Governance

Effective governance of the management and delivery of services will be critical as we ensure that the services laid out in our roadmap meet our needs. We must introduce new internal governance mechanisms that helps us to manage demand from the business, meet strategic priorities, but balance this against budgetary constraints and maintain a realistic level of IT workload and change for the organisation. The IT Strategy exists in a wider organisational context as described earlier. It is therefore imperative that the needs of the business and individual programmes and projects are assessed in light of this to ensure consistency and avoid cost and benefit conflicts.

We anticipate that IT will be involved in wider Transformation planning governance models; working with SMT, CMT and the Transformation team to agree and manage a pipeline of requirements based on the priorities to be addressed each year. With support from our Assistant Heads and operational managers, we will facilitate the production of clear and agreed business case for business as usual (BaU) and strategic business and IT change.

This Strategy will evolve in response to requirements set out as part of the wider business strategy. Managing and responding to these changes will be an integral part of the governance processes; the organisational strategy drives the IT strategy which in turn informs the IT roadmap which subsequently informs the annual planning process. The annual plan which will follow from this Strategy will therefore be reviewed and updated each year.

# 10.5.3. IT Procurement and Financial Management

The IT team will be responsible for driving out cost from the IT service where possible and together with the Transformation team, will help to identify where efficiencies may be derived.

To enable us to meet the ongoing budget constraints of the next 3-5 years, it is critical that we adopt a principle of centralised budget which in turn allows us to maintain a clear grasp of all IT spend within the organisation. This will be a key mechanism in helping us to reduce ad hoc

spend and maintain a clear audit and record of all IT components. This will provide clearer oversight over the whole IT estate and we will be much better positioned to make informed decisions about what the organisation needs and what is the most effective way of meeting these requirements.

In this respect we aim to centralise all IT spend and bring this under the control of the IT department, working in conjunction with the procurement team. The IT team will engage with the business to work with the business to identify processes and technical support which would yield cost efficiencies, determine requirements, act as a central conduit for agreement and translate these into IT requirements which we will either meet internally or through 3<sup>rd</sup> party support, using a clear and agreed process.

In practice this will mean that all user technical/ business requirements will be collated, rationalised and signed off by the IT Team and all purchases of hardware and software will come through the IT budget.

The added benefit of this approach is it will help to ensure a coordinated approach to IT procurement and delivery, enhancing standardisation and removing hidden costs from the business. Through this centralised process we will be much better positioned to identify common requirements across the service and make sure we procure technology solutions that meet the needs of the many; ensuring cost effectiveness but also helping to create a more strategic platform that supports all departments as we complete our merger and evolve to become a more unified organisation.

### 10.6. Summary of Operating Model

The proposed changes to our operating model will mean we will have in place the necessary processes, policies and governance to help us identify and deliver IT services that meet both the needs of individual services but also the organisation as a whole.

We will have a strong model for agreeing priorities; a sound business case process; a team focused primarily upon service specification and the management and commercial delivery of services; a means to identify the most appropriate procurement route for IT services and mechanism for engaging with and managing our suppliers. Critically the new model will give us much better control and oversight of the IT estate and the cost of IT to the organisation. Subsequent planning stages will define these structures and process in greater detail.

# 11. Structuring for Delivery – Prioritisation and Programme Planning

#### 11.1. Overview

Our strategy is focused upon transitioning IT to more effective delivery model, shaping services to meet clear and agreed business requirements and according to our financial means. The Council has many requirements that have an implication for IT service delivery. The scale of requirements means that a prioritised, carefully planned, scheduled and managed programme of activity is required to spread the pace of change and investment.

This section describes the approach to programme structuring to deliver this transformation, along with some initial prioritisation. The recommendations and products presented in this section should not been seen as the detailed plan for the programme, rather an indication that would need to be worked out in greater detail once the principles of the strategy have been approved.

## 11.2. Provisional Programme and Project Structure

In Section 3 we outlined a range of inferred business programmes and implied IT requirements to deliver our vision. Grouped together, these requirements form clusters or 'families' of IT Projects (enablers) that collectively deliver the organisational capacity that the business programmes set out earlier are likely to require. This provides a logical delivery structure and provides a framework for future delivery.

As stated in our operating principles, before initiating any IT project we will instigate a robust and rigorous business justification activity. It is imperative that any IT project is fully and properly scoped and is supported by a clear business case underpinned by agreed measurable outcomes to ensure Return on Investment, whether quantitative or qualitative.

Further engagement with the organisation will result in a refinement and confirmation of this delivery approach and structure. It will determine the specific nature of each project and confirm the timescales for delivery. It should therefore be treated as illustrative until this time.

The following sections and tables set out the provisional IT programmes and projects in turn. Appendix B provides a diagrammatic view of how the projects fit together and how they map to each anticipated business programme described in Section 3.

### 11.3. IT Delivery Projects

### 11.3.1. Service Modernisation & Back Office Rationalisation

**Programme Purpose:** to fix and modernise the internal operating processes across the Council.

IT Family: Line of Business System Modernisation	
IT Enabler	Description
Leisure System Replacement	Specification, procurement and implementation of a replacement Leisure system for all leisure centres.
Box Office System	Specification, procurement and implementation of a new Box Office ticketing system to support recording and extraction of service usage data, and marketing campaigns, with later capability for on line booking and payments.
Waste Management	Specification of the requirements for systems to support dynamic job allocation, route optimisation, RFID, dynamic risk assessments, route alerts, in-cab mobile data terminals and 360 cameras. Develop or procure solutions to meet business requirements.
Fleet Telemetry	Implementation of a Fleet telemetry system for all Waste Management vehicles to support vehicle tracking and performance.
Vehicle Management	Implementation of a system to support the management of the Council's fleet of vehicles.
Tourism and Business Support	Specification and procurement of appropriate tools to provide portal functionality for Tourism and Business Support activities. Requires close integration with Corporate Website and CRM functionality etc, and likely to require integration with other third party sites and tools.
e-PIC	Incorporation of e-PIC into other key Council systems and the supporting information environment. Participate in the development of the national planning system as required.

IT Enabler	Description
Procurement	Specification of requirements and evaluation of the suitability of the curren systems to support and allow suppliers to maintain accounts, to publicise Counci procurements, to facilitate e-commerce, and close integration with the Counci finance system and accounts contract information and management.
Finance	Specification of requirements and evaluation of the suitability of the curren systems to support, for example, budget management, payments processing generation of management accounts, standard and bespoke reporting, financia audit tracking and the ability to interact with other solutions. Develop or procure solutions to meet business requirements.
HR and Payroll	Specification of requirements and evaluation of the suitability of the curren systems to support, for example, absence management, annual leave, overtime recruitment, workforce planning, performance management, training records and payroll. Develop or procure solutions to meet business requirements.

IT Family: Print Services	
IT Enabler	Description
Printer rationalisation and standardisation	Modernisation, rationalisation and standardisation of the printer estate, with a particular focus on Newry.

# 11.3.2. Customer Relationship Management

**Purpose of Programme:** to modernise the customer facing aspect of council operations and engagements.

IT Family: CRM	
IT Enabler	Description
CRM	Specification of requirements, procurement and implementation of organisation wide Customer Relationship Management systems to support the planning and management of customer engagement and activity tracking throughout the council. The CRM systems will compile information on customers across different channels/points of contact, including website, telephone, live chat, direct mail, contact centres and line of business portals.
Website (Phase 1)	Specification of requirements and procurement of 3rd party services for a new external Council Website. Development is likely to take a phased approach with early phases focused upon hosting and monitoring support, dual language capability support with later phases focusing upon potential integration with CRM and L.O.B systems where appropriate and achievable. Later development will have critical dependencies on CRM and EDRMS strategies.

# 11.3.3. Information Management

**Purpose of Programme:** Establish/modernise the framework for the sharing, security and reporting of information across the council.

IT Family: Business	
by appropriate tech	tion: Implement an enterprise wide Information Management framework supported nologies and tools.
IT Enabler	Description
Data warehouse	Development and implementation of a data warehouse to access and integrate information from multiple sources, and to support the storage, access, retrieva and analysis of all Council data for planning and reporting purposes. May also include mechanisms to update data between systems.
Performance Management Solution	Design and implementation of an enterprise wide performance management solution to plan, track, analyse and report against financial, service delivery employee performance and statutory obligations at both Corporate and Directorate levels.
GIS	Standardisation of the approach and systems used for geomapping.

IT Family: Risk, Compliance and Audit (Security)	
IT Enabler	Description
Risk Management and Audit	Assessment of the options for the introduction of system functionality to support effective risk management and audit functions. In the first instance evaluate the potential use of GRACE to deliver the required functionality.
Information Governance	Definition of the approach to information management, including the definition of an information architecture and supporting policies and processes.

# 11.3.4. Ways of Working

Purpose of Programme: to stabilise/modernise how staff work across the council.

# IT Family: Document and Knowledge Management

Definition of the approach to storage, access, retrieval and management of knowledge, records and documents across the organisation, including Council content, people information, directorate information, web and intranet content including documents, records, videos and photograph. Followed by specification of requirements and procurement for an appropriate solution. The project will cover the EDRMS, ECM and Intranet elements of the service catalogue. It may result in one solution or separate solutions but will be considered as one requirement.

Enablers: EDRMS, ECM, Intranet

IT Family: Agile Working  Definition of the approach to support flexible and nomadic working.	
Remote Access VPN	Implementation of a standard approach to Remote Access VPN to support flexible and mobile working.
Device Usage Policy	Identification of the collections of standard device configurations for each user group based on use case scenarios, to ensure that staff have the smallest number of appropriate devices to do their jobs.
H&S Lone Working	Implementation of a solution to support front line health and safety and lone working. This solution may be a new system or an enhancement to the existing Argyle system, and assumes a substantial training and procedures component.
Delivered Desktop	Specification of requirements and implementation to allow users to work on any desktop, enabling users to securely access desk applications and data breaking the dependency on users and dedicated machine.
Wifi	Convergence and consolidation of standard corporate Wi-Fi arrangements to cover both Down and Newry HQ and additional satellite sites to be determined. Additionally, convergence and consolidation of Public Wi-Fi arrangements to cover specified town locations, Council buildings and allow controlled access to the internet by members of the public.

IT Family: Unified Communications and Collaboration	
IT Enabler	Description
Email replacement	Replacement of the existing LOTUS notes email system with a managed service. The likely solution will be either a hosted or exchange based MS Office 365 system to include features such as calendar, room booking and Instant Messaging. Activity will include requirements specification, validation of the Office 365, procurement and implementation.
Fixed Telephony	Standardisation of the arrangements for the provision of fixed telephony services across the NMD user base. Potential options include: Extension of STORM IP in Down to cover Newry base in short term with a procurement either to extend in the longer term or to procure a new hosted service via a framework or alternative procurement route. Also consider the migration of desk phones to soft phones and the implementation of extension mobility to allow users to access their IP Phone configuration such as line appearances, services, and speed dials from other IP Phones i.e. use any phone.
Mobile telephony	Review of current mobile telephony to include: optimising contract arrangement, device standardisation, impact of MDM, integration with corporate telephony.

# 11.3.5. Estates Modernisation:

**Purpose of Programme:** to stabilise/modernise the Estates infrastructure. N.B. Many enablers under other programmes will support estates optimisation objectives.

IT Family: Estates	
IT Enabler	Description
Newry Leisure Centre Infrastructure Project	Specification, procurement and provision of all IT infrastructure requirements for the new Newry Leisure Centre, including cabling, WAN, LAN, Wi-Fi, Desktop provision etc.

# 11.3.6. IT Modernisation

**Purpose of Programme:** to set in place the enabling IT to help achieve strategic programmes and provide the core infrastructure and foundations for a coherent, integrated, flexible IT service.

IT Family: Network	
IT Enabler	Description
WAN Consolidation	Convergence of the Newry and Down wide area networks through either extension of the current Down MPLS network to Newry HQ buildings, community buildings, leisure centres and satellite offices, or procurement of a new managed service provider and network for both Down and Newry.

IT Family: Netwo	ork
IT Enabler	Description
LAN	Transfer of LAN monitoring and management to a managed service supplier, either as part of the WAN project or as a separate procurement project, including LAN equipment upgrade.

IT Family: Computing Infrastructure	
IT Enabler	Description
Server infrastructure and storage	Transfer of existing server and storage arrangements to a hosted solution including all infrastructure hardware, software, servers, maintenance, O/S upgrades and disaster recovery and business continuity planning.
O/S Platform	Transfer of existing O/S and middleware provision and management to a hosted solution. Likely to form part of the same procurement as for server infrastructure and storage.

IT Enabling Project	Description						
Desktop PC Refresh	Refresh, standardisation and upgrade of the PC estate.						
Mobile Device Management	Specification and procurement a solution for the secure management of mobile devices and end point security.						
Mobile device standardisation	Standardisation of the mobile estate, in line with device usage policy recommendations.						

IT Family: Identity Management						
IT Enabler	Description					
Active Directory	Implementation of a single Active Directory for the organisation and ensure integration of key specified systems.					
Single Sign On	Implementation of a single sign on process and authentication mechanisms to remove the need for multiple sign on across the range of corporate systems.					

IT Family: Short Ter	m Resolutions
IT Enabler	Description
Remote Access Security	Review, recommendations and fix immediate issues relating to the security of remote access mechanisms.

IT Enabler	Description
Disaster Recovery and Business Continuity Planning	Definition and implementation of policy and short term resolution of weaknesses in DR and BCP approaches.
Desktop XP upgrade	Upgrade of specified Desktops, and deploy associated software enhancements

#### 11.4. Prioritisation

The scale of business and IT transformation means there are likely to be resource constraints which may inhibit our ability to proceed delivery of a number of projects at the same time. To help our organisation determine the priority of the IT projects, an approach to prioritisation has been developed. Prioritisation provides a way to structure a discussion about the relative importance of each initiative and achieve consensus on the most effective use of our investment and resources.

By creating a prioritisation model we can therefore determine what we do and when. It will inform how we plan, sequence and schedule activity and allocate IT investment to meet requirements based on agreed business priorities, and can also provide a mechanism for managing new requirements as they arise.

The prioritisation has been based upon an initial assessment of two criterion:

**Importance Criteria:** How important is the requirement to the business - the considerations for which included:

- Scale of system usage (user numbers)
- Process Impact
- Stakeholder impacts (numbers and level of influence)
- Risk & Compliance

**Urgency Criteria:** What level of urgency is there to commence the project - the considerations for which included:

- · System proximity to "End of Life"
- System proximity to contract renewal
- Potential for cost avoidance
- System does not currently exist

The level of priority afforded to each initiative is a product of the two criteria. Initial assessment has been inferred on the basis of discussions with SMT, CMT and a guide from the IT team

based on the nature of common problems and state of the IT environment. It will undergo further iteration and refinement through further consultation and so at this stage is intended to begin and inform the discussion about prioritisation which detailed planning will consider in more depth.

Appendix A shows a summary of the initial assessment along with the methodology for prioritisation.

#### 11.5. Next Steps

The initial prioritisation exercise has highlighted a high number of projects provisionally deemed as high priority. The next stage of strategy delivery, the planning phase, will focus upon translating the prioritisation activity into an achievable and realistic plan. We will sequence projects into order and schedule their delivery; identifying target start and end dates and calculating the duration for each project whilst assessing the resource requirements associated with delivery.

This will provide a view of the overall delivery schedule and roadmap which will help us to see the effect of the prioritisation model.

It is likely that the prioritisation, sequencing and scheduling will be refined through further iteration with input from SMT and CMT. It is possible that the organisation may wish to initiate all projects however this may place a burden on resources and finances and so it is possible that some de-prioritisation will take place to enable a manageable programme of activity to be planned.

Additionally, as many projects have been inferred on the basis of initial consultation and general requirements, it is also possible that some projects may not yet have a sufficient business case and so may either disappear temporarily or be de-scoped until adequate business justification has been provided.

The Strategy will be presented to the Strategic Resources and Policy Committee and Full Council in September 2016. The aim will be to:

- Obtain approval of the strategy from Council
- Gain approval of the concept of the IT programme i.e. agree in principle a collection of IT projects.
- Initiate a sub set of high priority projects that are safe to progress straight away (for example, WAN, Wifi etc).

The next stage of activity will therefore focus upon checking prioritisation, refining the scope of high priority projects that should progress straight away and obtaining a clearer view on costs as far as is possible in the absence of agreed business cases at this stage.

Following approval, efforts will be focused upon overall Programme set up and detailed planning; establishing a better understanding of business cases for **all** IT projects and subsequently planning the delivery of those IT projects that are agreed and have a documented business case.

#### 11.6. Measurement and Review

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Critically, the Strategy will inform the annual planning process for 2016/2017. Each year, we expect the organisation to review the existing priorities for the year and subsequent years to reconfirm where planning and investment should be focused.

Once the strategy has been approved and as part of Programme set up, the IT team will define in detail the processes and governance for the overall Transformation, and the measurement and review of the delivery of the strategy.

# 12. Illustrative Costs

#### 12.1. Overview

This section provides an illustrative cost for the IT Transformation. Detailed costs cannot be confirmed until more detailed requirements are documented and market testing and scoping have been competed for projects. This will be completed as part of the Planning for IT transformation outlined in Sections 11.

Outline project implementation costs have been identified based on engagement exercises with staff, as well as insight drawn from programmes of similar scale in the public sector.

At this stage, the principal objective is to identify the order of magnitude of the total cost of the IT Transformation. In order to produce the most accurate estimate of the total cost in a context where no directly comparable example is available as a guide, we have used an estimating method which breaks the total into a large number of components, each of which is estimated.

It is expected that the estimated cost for each individual project will have a high level of error, since the scope of each project is not well defined at this stage, and since there has been limited market engagement.

However, it is assumed that the costs for individual project estimates will be underestimated and overestimated in roughly equal proportion. Thus, the error associated with the total cost estimate could be expected to be proportionately smaller.

The cost estimates for any individual project should therefore be considered to be no more than a very approximate guide, whereas the cost estimates for groups of projects are likely to be more useful for budgeting.

Further scoping work should be completed to improve the estimates of project and programme costs.

The total cost of the IT Transformation should be greatly reduced by, for example:

- Grouping projects together to drive economies of scale, particularly of management and procurement effort.
- Amending scope of projects so that every component of a project has a good business case, and maintaining close control of scope during implementation.
- Maximising the proportion of NMD staff resource on projects, wherever skills and capacity are available.

#### 12.2. Business Programme and Supporting IT Costs

Section 11 sets out an illustrative delivery structure for range of anticipated IT projects required to meet the assumed business programmes described in Section 3.

The confirmation and scoping of these projects will be conducted as part of the detailed planning activity that will build upon this strategy.

Until business requirements are fully specified through consultation with the organisation, the scope, and resource requirements, and thus the cost of projects cannot be accurately estimated.

The illustrative estimates shown below should therefore be treated as approximate figures only. Both the total level, and the split between different types of costs will be subject to significant change as part of detailed planning activity.

# 12.3. Indicative IT Programme Design and Implementation Costs

Phase	NMD Business Staff	NMD IT Staff	Prof. Services	Supplier Costs	Totals
Business Case & Specification	£300,000	£200,000	£600,000		£1,100,000
Procurement	£100,000	£100,000	£500,000		£700,000
Implementation	£400,000	£200,000	£500,000	£4,700,000	£5,800,000
Totals	2800,000	£500,000	£1,600,000	£4,700,000	£7,600,000

The estimated cost of High Priority projects is £2.6m. Again, further planning activity will help provide a more accurate view of the costs associated with each project in due course.

## 12.4. Annual Operating Costs

The annual operating costs for IT services have not been estimated at this time. They will be estimated during the planning phase, when project scope is defined in more detail, and market engagement is able to provide a reasonable view of expected costs for that scope.

IT team staff costs are expected to remain broadly the same as currently, based on the delivery and operating models described above. Changes to the portfolio of skills required by the team may change salary levels, but these are unlikely to be material.

The main changes for staff costs will be driven by the best value split of tasks between suppliers and the Council.

# Appendix A – Prioritisation Matrix and Methodology

# 13.1. Prioritisation Approach

Project prioritisation was based upon an initial assessment of two criteria, Importance and Urgency.

### Importance - how important is the requirement to the business?

Considerations for setting the level of project importance included:

- Scale of system usage (user numbers)
- Process cost and quality impact
- Stakeholder impacts (numbers and level of influence)
- Risk & Compliance

# Urgency - What level of urgency is there to commence the project?

Considerations for setting the level of project urgency included:

- System proximity to "End of Life"
- System proximity to contract renewal
- Potential for cost avoidance
- System does not currently exist

All identified IT projects were assessed against the criteria and allocated an indicative High (3), Medium (2) or Low (1) rating for each.

These totals guide the priority order in which projects should be delivered. Where the total is the same on two parts of the grid, e.g. 3x2 and 2x3, Importance takes priority, such that a high importance and medium urgency should be addressed before a medium importance and high urgency project. This approach is based on the assumption that resources are likely to be a constraint in such a major transformation.

The priority order is shown on the table below.

Importance rating	Urgency rating	Total rating	Priority Order
3	3	9	1
3	2	6	2
2	3	6	3
2	2	4	4
3	1	3	5
1	3	3	6
2	1	2	7
1	2	2	8
1	1	1	9

The results of this initial assessment were then plotted on a prioritisation matrix to provide a pictorial representation of the overall priority ranking for the IT Transformation Programme. The table below shows the order in which to navigate the matrix.

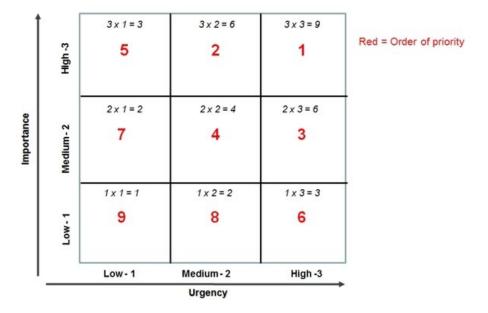
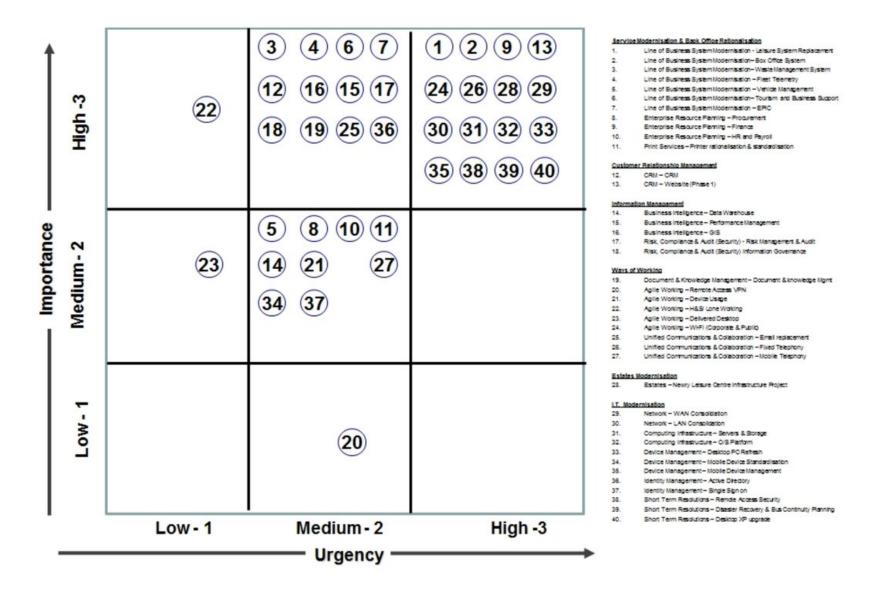


Fig 4: Prioritisation Matrix Calculation

The diagram overleaf shows the initial project priority assessment, plotted on the matrix.



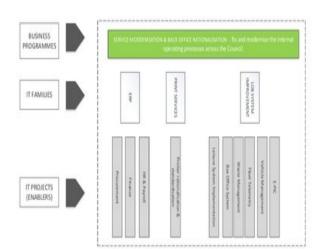
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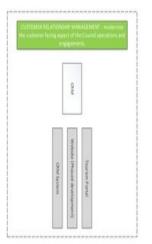
 Appendix B – Provisional Programme and Project Structure Included as a separate pdf

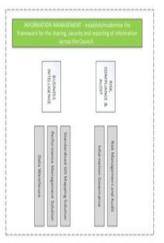


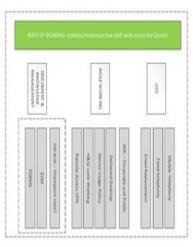
NEWRY, MOURNE AND DOWN DISTRICT COUNCIL - IT STRATEGY

\* Subject to further development







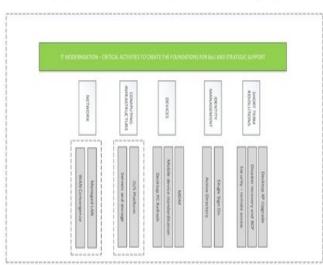












Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	15 September 2016
Subject:	Accredited Training Success within the Council
Reporting Officer	Catrina Miskelly Assistant Director Corporate Services (Human Resources)
Contact Officer	Aveen Magorrian, Learning & Development Manager

Decis	sions required:					
Meml	pers are asked to note the contents of the report in relation to Accredited Training undertaken by					
Emple	byees and Elected Members during the period of January 2015-date.					
1.0	Purpose and Background:					
1.1	Council supports learning undertaken by Employees and Elected Members which leads to the award of a recognised academic/vocational/professional qualification through the 'Employee Qualification Scheme 'and the 'Procedure for Accredited Training' respectively.					
1.2	The purpose of this paper is to update Council on the progress made by Employees and Elected Members in relation to the achievement of accredited training during this time.					
2.0	Key issues:					
2.1	Elected Members					
2.2	Appendix 1 provides a summary of the Elected Member Accredited Training that Council has supported since 2015.					
2.3	You will note that three Elected Members have successfully gained an 'Advanced Diploma in Civic Leadership and Community Planning'. One Elected Member has successfully completed two modules of a Degree in Irish Language and Literature while another Elected Member is due to commence a Post Graduate Degree in Politics in September 2016.					
2.4	Employees					
2.5	Appendices 2 and 3 provide summaries of the Employee Accredited Training that Council has supported via the 'Employee Qualification Assistance (EQA) Scheme' during the financial years 2015-2016, 2016-2017 respectively.					
2.6	You will note that from 2015 to date, fifteen applications were received from employees to undertake a wide range of qualifications. Two of these employees have since completed their courses and have gained a qualification in 'Exercise Referral'. Three employees are currently in the middle of the study year for their courses which finish in April 2017. Three other employees successfully completed one academic year of their course and are proceeding to the next academic year. Four employees are about to commence new training courses in September 2016.					
3.0	Recommendations:					
3.1	It is recommended that Council recognise the achievements of the Employees and Elected Members and congratulate them on their success.					
3.2	It is also recommended that Council continues to encourage all Employees and Elected Members to avail of the support Council gives to undertake courses that lead to the award of accredited qualifications.					

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	1=					
4.0	Resource implications					
4.1	Course fees relating to Elected Member Accredited Training amounted to £9,292.20 however Council was able to avail of £2250 grant from the Local Government Training Group which reduced the committed expenditure to £7042.20					
4.2	Employees receive 50% course costs as well as time off to attend training and up to £100 book allowance per person. The total course costs for both financial years amounted to £15,506.34 however with Council availing of £4335 in grants and Employees paying 50% of course costs this reduced committed expenditure to £7126.64					
5.0	Equality and good relations implications:					
5.1	N/A					
6.0	Appendices					
	Appendix 1: Elected Member Accredited Training Summary 2015 to date					
	Appendix 2: Employee Qualification Assistance Scheme Summary 2015-2016					
	Appendix 3: Employee Qualification Assistance Scheme Summary 2016-2017					

# Appendix 1

		ELECTED MEMBER ACCREDITED TRAINING SUMMARY 2015-2016							
	Status Educational Name of Qualification		Name of Qualification	Modules Completed	Course Fees Grant Availab		Cost of course less grant		
1	Successfully Completed	University of Ulster	Advanced Diploma in Civic Leadership & Community Planning	All Six modules & six Action Learning Sets completed	£2,250.00	£750.00	£1,500.00		
2	Successfully Completed	University of Ulster	Advanced Diploma in Civic Leadership & Community Planning	All Six modules & six Action Learning Sets completed	£2,250.00	£750.00	£1,500.00		
3	Successfully Completed	University of Ulster	Advanced Diploma in Civic Leadership & Community Planning	All Six modules & six Action Learning Sets completed	£2,250.00	£750.00	£1,500.00		
4	Successfully Completed	University of Ulster	Honours Degree in Irish Language and Literature	Two Modules successfully Completed as per Application	£802.20	£0.00	£802.20		
	Total				£7,552.20	£2,250.00	£5,302.20		

	ELECTED MEMBER ACCREDITED TRAINING SUMMARY 2016-2017								
	Status	Educational Establishment	Name of Qualification	Modules Completed	Course Fees	<b>Grant Available</b>	Cost of course less grant		
1	Commencing September 2016	Queen's University	Post Graduate Degree in Politics	Course has not yet commenced	£1,740.00	£0.00	£1,740.00		
	Total				£1,740.00	£0.00	£1,740.00		

Appendix 2

Budget	£10,000.00	EMPLOYEE (	OLIA LIEICA	TION ASSI	STANCES	CHEME	IIMANAADY	V 2015 20	16
Remaining	£7,993.06	EIVIPLOTEE	ZUALIFICA	TION ASSI	3 I AIVCE 3	CHEIVIE 3	OIVIIVIAN	1 2013-20	10
Status	Education Establishment	Name of Qualification	Time Off requested	Course Fees £	Total Course Costs £	Grant available £	Cost of course less grant	Book allowance	Expenditure with 50% funding + £100 book allowance
Currently	University of	Advanced Diploma in Civic							
Undertaking	Ulster,	Leadership & Community		10.000000000000000000000000000000000000	50.000000000000000000000000000000000000	2601 60-9 of 91 OFFICER 900-1			500 800 \$5550 4 \$45504
course	Jordanstown	Planning	Day Release	£2,250.00	£2,250.00	£1,125.00	£1,125.00	£100.00	£662.50
Successfully	Greenmount			50.00				5400.00	
Completed	Campus	Fdsc in Horticulture	Day Release	£0.00	£0.00	£0.00	£0.00	£100.00	£100.00
Successfully Completed	University of Ulster, Jordanstown	Msc in Human Resource Management	Day Release	£681.94	£681.94	£0.00	£681.94	£0.00	£681.94
	University of								
Successfully	Ulster,	<b>BSc Hons Construction</b>							
Completed	Jordanstown	<b>Engineering &amp; Management</b>	Day Release	£1,100.00	£1,100.00	£1,100.00	£0.00	£0.00	£0.00
Currently	University of	Advanced Diploma in Civic							
Undertaking	Ulster,	Leadership & Community							
course	Jordanstown	Planning	Day Release	£2,250.00	£2,250.00	£1,125.00	£1,125.00	£0.00	£562.50
Total				£6,281.94	£6,281.94	£3,350.00	£2,931.94	£200.00	£2,006.94

Appendix 3

Budget	£20,000	EMPLOYEE QUALIFICATION ASSISTANCE SCHEME SUMMARY 2016-2017			17					
Remaining	£14,880.30				100000					
Status	Educational Establishment	Name of Qualification	Time Off requested	Cost fees	Exam fees / other	Total Cost	Grant available £	Cost of course less grant	Book Allowance	Expenditure from budget with 50% funding + £100 book
Completed	Wright Foundation	Exercise Referral	5 days	£347.00	£0.00	£347.00	£0.00	£347.00	£100.00	£273.50
Completed	Wright Foundation	Exercise Referral	5 days	£347.00	£0.00	£347.00	£0.00	£347.00	£100.00	£273.50
Currently undertaking	Belfast Lifeguard Training	Lifeguard Trainer/Assessor	6 days	£599.00	£0.00	£599.00	£0.00	£599.00	£100.00	£399.50
Commencing Sept 2016	University of Ulster Jordonstown	ACCA	1 aft weekly	£600.00	£194.00	£794.00	£0.00	£794.00	£100.00	£497.00
Moving onto next academic year	Greenmount Campus	Fdsc in Horticulture P/T	Day release	£0.00	£0.00	£0.00	£0.00	£0.00	£100.00	£100.00
Commencing October 2016	Ken Irwin Class one Driver Training	LGV Category c and LGV Category E	5 Days	£1,800.00	£50.00	£1,850.00	£0.00	£1,850.00	£100.00	£1,025.00
Commencing October 2016	Ken Irwin Class one Driver Training	LGV Category c and LGV Category E	5 Days	£1,800.00	£50.00	£1,850.00	£0.00	£1,850.00	£100.00	£1,025.00
Moving onto next academic year	University of Ulster Jordonstown	Msc in Human Resource Management	Day Release	£1,948.40	£0.00	£1,948.40	£0.00	£1,948.40	£100.00	£1,074.20
Moving onto next academic year	University of Ulster Jordonstown	Bsc Hons Construction Engineering & Management	Day Release	£1,100.00	£0.00	£1,100.00	£985.00	£115.00	£100.00	£157.50
Commencing September 2016	Southern Regional College	Diploma in Management & Leadership	Study leave	£216.00	£173.00	£389.00	£0.00	£389.00	£100.00	£294.50
Total				£8,757.40	£467.00	£9,224.40	£985.00	£8,239.40	£1,000.00	£5,119.70

Report to:	Strategic Policy & Resources Committee
Date of Meeting:	15 September 2016
Subject:	Staff Celebration Event
Reporting Officer (Including Job Title):	Dorinnia Carville, Director of Corporate Services
Contact Officer (Including Job Title):	Dorinnia Carville, Director of Corporate Services

Decisions	required:
For conside	ration and approval by members.
1.0	Purpose and Background:
1.1	Following the establishment of the new Newry Mourne and Down District Council, a staff event was held in Newry in December 2015. This event was well attended by staff members and provided opportunity for team building and corporate cohesiveness, in addition to acknowledging and thanking staff for all their contributions to date in the new organisation.
2.0	Key issues:
2.1	It is proposed that a similar event is held in December 2016 in the Down area.  Two venues have been identified that can accommodate 330 and 400 staff numbers respectively on Friday 2 December 2016.
3.0	Recommendations:
3.1	Members are asked to approve the use of Council funds, as noted in 4.1 below, for a staff celebration event.
4.0	Resource implications
4.1	If members are content to approve, the maximum that will be spent will be £5,000. This is not currently within budgeted expenditure for 2016-17.
5.0	Equality and good relations implications:
5.1	None.
6.0	Appendices
None.	N/A

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	15 September 2016
Subject:	Local Democracy Week
Reporting Officer (Including Job Title):	Justyna McCabe/Eileen McParland
Contact Officer (Including Job Title):	Organising group - (Diversity & Inclusion Projects Co-ordinator,
	Newry DEA Officer, Democratic Services team)

1.0	Purpose and Background:			
1.1	To seek approval to host a Question Time event for the local Youth Councils during Local Democracy Week.			
2.0	Key issues:			
2.1	European Local Democracy Week 2016 takes place during week commencing 10 October 2016. The theme is "Living together in culturally diverse societies; respect, dialogue, interaction".			
2.2	It is proposed to mark 2016 Local Democracy Week by hosting an event that will encourage young people to voice their opinions on issues of interest to them and to raise the profile of local democracy, and the role of the Council and our Councillors.			
2.3	Contact with the two local Youth Councils indicates they are particularly interested in discussing issues associated with Brexit and refugees.			
2.4	<ul> <li>Approval is sought to hold a Question Time event for the local Youth Councils on Wednesday 12 October, based on the following format: <ul> <li>Youth Council members seated in Members' places in the Chamber, Downshire Civic Centre.</li> <li>External person engaged to act as facilitator.</li> <li>Panel seated at top table consisting of representatives from each of the political parties/groupings within the Council; an external person relevant to the topic of culturally diverse societies and refugees; and a senior Council Officer relevant to the topic of Brexit.</li> <li>Youth Council members to put questions of their choice to the panel members for discussion, with input being invited from members of the audience.</li> <li>All Councillors to be invited to this event.</li> </ul> </li></ul>			
3.0	Recommendations:			
3.1	<ul> <li>I. Approval of arrangements outlined at point 2.4.</li> <li>II. Following a review of feedback on this event, to consider and make arrangements for a more extensive programme for Local Democracy Week 2017.</li> </ul>			

4.0	Resource implications
4.1	Cost of refreshments for those attending.
4.2	Cost of external facilitator.
5.0	Equality and good relations implications:
5.1	None anticipated
6.0	Appendices
	none

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	15 September 2016
Subject:	Solace NI Conference – 3 November 2016
Reporting Officer (Including Job Title):	Liam Hannaway, Chief Executive
Contact Officers (Including Job Title):	Kate Bingham, Policy Officer, Solace NI

# Decisions required:

	illors are asked to note the contents of the report which provides information on the oming Solace in Northern Ireland Conference and how to register attendance.
TOTUTO	offiling Solace in Northern freiand Conference and now to register attendance.
1.0	Purpose and Background:
1.1	The purpose of this report is to inform Elected Members about the Solace in Northern Ireland conference which is scheduled to take place on 3 November 2016 from 9.30am – 4.30pm in the Hilton, Templepatrick. Solace is the representative body for Chief Executives and senior strategic managers working in local government across the UK.
	The theme of the conference is 'Leading Systems not Hierarchies' and will provide Elected Members, officers and representatives from partner organisations with an opportunity to discuss the challenges we face across the public sector and how we can collaborate more efficiently and effectively to meet the needs of local communities.
	A number of high profile, thought provoking speakers will address the conference, leading sessions on 'local government in transformation', 'growing the economy' and 'managing the assets', with a view to sharing innovative best practice from across Northern Ireland and the UK.
2.0	Key issues:
2.1	The theme of the conference, 'Leading Systems not Hierarchies', has the potential to further contribute to Elected Member and officer development with regards to the delivery of public services and civic leadership responsibilities.
3.0	Recommendations:
3.1	Elected Members and officers who would like to attend the conference, can download the registration form through the Solace UK website: <a href="www.solace.org.uk">www.solace.org.uk</a> and forward the completed form to <a href="events@solace.org.uk">events@solace.org.uk</a>
4.0	Resource implications:
4.1	The cost of the conference is £130+vat for non Solace members and £99+vat for Solace members.
5.0	Equality and good relations implications:
5.1	None anticipated.
6.0	Appendix
	None.

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Report to:	Strategy, Policy and Resources Committee
Subject:	Abandoned Boat in Dundrum Inner Bay
Date:	15 September 2016
Reporting Officer:	Eddy Curtis, Director Strategic Planning and Performance Canice O'Rourke, Director Regulatory and Technical Services
Contact Officer:	P Green, Legal Advisor

# **Decisions Required**

Members are asked to note the contents of the report, and consider and agree a way forward.

# 1.0 Purpose & Background

A boat has been abandoned in Dundrum Inner Bay for a number of years- see photographs attached at Appendix A.

Council holds a Regulating Lease of the Foreshore from the Crown Estate which includes the area in Dundrum Inner Bay where the boat is currently located. By virtue of the Lease it is the responsibility of Council to arrange for the removal of any nuisance or unauthorised moorings from this part of the Foreshore.

Some local residents have expressed concern that the abandoned boat is causing a nuisance and are concerned there may be a risk of pollution should the boat breakup, while others have expressed a view that it is now a feature of the landscape.

From enquiries it would appear there is a general consensus on the identity of the boat's owner, but the individual no longer resides in this jurisdiction and Council has been unable to trace the individual.

# 2.0 Key Issues

A salvage expert advised Council it would cost approximately £6,000.00 to carry out a survey of the boat to assess the implications arising from removing the boat. This high cost was on the basis a form of structural support would have to be constructed around the boat to ensure it was safe to board for the purpose of carrying out the survey. There would then be further significant costs to charter a barge to remove the boat to the nearest harbour, Newcastle.

Council has not been requested by the Crown Estate to remove the boat and Council is not aware of the boat causing any adverse environmental impact at present.

However, with the passage of time the condition of the boat is likely to deteriorate.

A third party individual has recently approached Council to enquire into the possibility of him removing the boat for salvage at no cost to Council. Any removal would be subject to the individual entering into a Licence Agreement with Council and to have in place appropriate approvals (ie. from Northern Ireland Environment Agency's Marine and Fisheries Division) and appropriate insurances. The individual removing the boat would also have to hold same for one year at appropriately licenced premises to allow the owner an opportunity to identify themselves and reclaim the boat.

The Maritime and Coastguard Agency's Receiver of Wreck has confirmed the vessel is not considered as wreck, but have asked to be kept informed of any action Council intends to take in respect of the boat.

The Slieve Croob DEA Co-Ordinator has consulted with the local Community Association in Dundrum and at the Association's meeting of 6 September 2016 the Association advised it is aware of both schools of thought; that the boat is causing a nuisance and that it is a feature of the landscape. The Association has no view on which opinion is more valid, but the comment it would like to make is it believes the boat does cause a health and safety risk. The Association is of the opinion that if anyone, especially children, were to swim out to the boat and try to board it, it is covered in algae and the structure has deteriorated badly it would therefore be very dangerous to try and walk on; you can also get inside the boat which could be very hazardous if it moved in the tide because of how it is sitting in the sand and someone may become trapped in it. The Association has asked that these issues be taken into consideration when deciding what the future of the boat is.

# 3.0 **Possible Future Issues for Consideration**

The potential health and safety risks raised by the Community Association. The significant cost implications of Council having to remove the boat.

# 4.0 Resource Implications

If Council were to arrange for the removal of the boat itself the costs are likely to be significant.

Whereas if SPR recommends Officers liaise with the Party interested in removing the boat at no cost the resource implications would be minimal, involving staff resource costs and legal costs.

# 5.0 **Decisions Required**

That Officers enter into discussions with the Party interested in removing the boat at no cost to Council.

# 6.0 Appendices

**Appendix 1** – Photographs of Abandoned Boat

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F.A.O. Gary Coghlan NIHE Land & Regeneration (South) Marlborough House Central Way CRAIGAVON BT64 1AJ Land & Property Services

Marlborough House Central Way CRAIGAVON BT64 1AD

Tel: 028 3832 0066

E-mail:

Gerard.O'Neill@finance-ni.gov.uk

20th July 2016

Your reference: CRA/L/5620 & 5911

Our reference: 7035271-1

Dear Sir,

## Re: Sale of Land and waiver covenant at Hillside Drive, Kilkeel

I refer to your e-mail of dated 20 June 2016 in respect of the above.

I would confirm your instructions that you wish Land & Property Services to provide valuation advice with respect to the above and have requested the following:-

- 1. Confirmation of previous values reported in our letter dated 7<sup>th</sup> April 2016
- 2. The Council surrendering their existing lease.
- The Community Group applying to lease the site A and site B for 25 years for the purpose of building a Community Centre and sports area and to upgrade existing play area.
- Selling the freehold of sites A & B to the Community Group to facilitate the group building a community centre, multipurpose sports area and upgrading existing play area.

The following advice and valuations provided are subject to the same terms, conditions and assumptions as contained in our previous report dated 7 April 2016.

- 1. I can confirm that the previous premiums reported of £5,300.00 (five thousand three hundred pounds sterling) and £15,500.00 (fifteen thousand, five hundred pounds sterling) are appropriate.
- 2. The premium for the surrender of the 10,000 year lease from the council back to NIHE is assessed at NIL. NIHE have advised that the land was transferred to the Council 04/03/1999 for use as "informal open space" at a nominal premium of £5. I do not have sight of the lease, but it is assumed that there are no penalties payable by either party in the case that there is mutual agreement to terminate the lease agreement.



- 3. The premium for the lease of the lands outlined in red (1,990.11m2 or thereabouts) and the lands outlined in blue (3,512.76m2 or thereabouts) on the basis of a 25 year lease restricted to community centre development, play area and multi-purpose sports area development. It is my opinion that the "one off" premium payable is £14,500.00 (fourteen thousand five hundred pounds sterling) at 19<sup>th</sup> July 2016.
- 4. The premium for the sale of the freehold interest of the lands outlined in red (1,990.11m2 or thereabouts) and the lands outlined in blue (3,512.76m2 or thereabouts). It is my opinion that the market value of these lands is £55,000.00 (fifty five thousand pounds sterling) at 19<sup>th</sup> July 2016.

I trust the enclosed information meets your requirements but should you require any further clarification please do not hesitate to contact me.

Yours Faithfully

Gerard O'Neill MRICS

Gowless

Report to:	Strategy, Policy and Resources Committee
Subject:	Brexit
Date:	15 September 2016
Reporting Officer:	Edwin Curtis
Contact Officer(s):	Sonya Burns, Programmes Manager

#### **Decisions Required**

The following recommendations for approval:

- Newry, Mourne & Down DC request all Councils along the border corridor to participate in the
  appointment of a consultant via East Border Region Company to carry out a scoping exercise on
  the economic and social impact of Brexit and possible scenarios such as all funding applications
  being met by Government, partial funding of projects by government and no funding being
  approved. Assess the overall impact on the border corridor and impacts for key stakeholders
  such as public, private, third sectors and residents.
- Council representatives to lobby Brussels at a meeting on the 10<sup>th</sup> October with the AFCO
  Committee. East Border Region will cover the cost of the Chairman, vice Chairman and one
  official to attend this meeting. The cost of sending any additional delegates will be covered by
  the Council.
- Write to the Republic of Ireland Government to seek that they expedite the SWELL funding application and other relevant cross border initiatives.

## 1.0 Purpose & Background

1.1 On the 23<sup>rd</sup> June 2016 the UK electorate voted to leave the European Union. The current position in relation to funding and other wider impacts are currently unknown. Attached is a paper which captures what is known for the Newry, Mourne and Down District Council region at this point in time. This is an ever evolving situation however there remain a number of issues which need to be addressed. To enable us to progress matters coming from the issues raised the above recommendation are set out for approval.

## 2.0 Key Issues

- 2.1 There are potentially a number of issues:
  - Social and economic impact of Brexit which are currently largely unknown.
  - The long term structures for the dissemination of funding across the region.
  - Other issues as highlighted in the paper attached.
- 3.0 Financial & Resource Implications
- 3.1 Ongoing Officer time.

Completion of research.

- 4.0 Equality & Good Relations Implications
- 4.1 To be addressed through the research paper.
- 5.0 Appendices

Brexit paper

## Impact of Brexit on Newry, Mourne and Down District Council

#### Introduction

On the 23<sup>rd</sup> June 2016 the UK electorate voted to leave the European Union. Northern Ireland is the part of the UK whose economy is most dependent on EU trade and will be the only part of the UK that has a land border with a member state. Northern Ireland's greatest exposure is largely due to its relationship with the Republic of Ireland and the ability of farmers and companies to do business across the border and for continued cooperation between governments in a range of areas, including trade promotion, policing and freedom of movement.

The main potential issues raised for Northern Ireland include:

- Cross border trade
- Increase in political and economic uncertainty
- Lower levels of trade and investment due to potential trade taffifs etc
- · Reduction in migration
- Social cohesion
- · Freedom of movement
- Corporation tax
- EU Funding

The purpose of this work is to summarise the key issues of the UK leaving the EU for Newry, Mourne and Down District Council.

#### **EU Funding**

The European Union works with National and Regional authorities to deliver funding through five main Structural and Investment Funds, the implement the Europe 2020 Strategy. Budgets are set for periods of seven years:

- European Regional Development Fund (ERDF) Regional and urban development
- European Social Fund (ESF) social inclusion and good governance
- Cohesion Fund (CF) economic convergence by less developed regions
- European Agricultural Fund for Rural Development (EAFRD)
- European Maritime and Fisheries Fund (EMFF)
- PEACE IV
- Horizon 2020

Although England received more funds in absolute terms, it gets by far the smallest amount when correcting for the size of the economy. EU funds are concentrated in rural and less developed regions. Including the PEACE Programme Northern Ireland received the second largest amount of EU funding in terms of percentage of regional GDP, behind Scotland.

# Potential Funding for Northern Ireland Structural Funds and CAP allocation 2014 – 2020

EU Funding 2014 – 2020	Euro Millions
European Regional Development Fund	308 m
European Social Fund Programme	183 m
INTERREG Va	240 m
PEACE IV	229 m
European Fisheries and Maritime Fund	24 m
Rural Development Programme (CAP Pillar 2)	227 m
CAP Pillar 1	2,299 m
Total	3,510 m
9.47% of total EU Funding (potential EU funding in Newry, Mourne and Down District Council area)	€ 332.39 million

In addition there are funds available through schemes such as Horizon 2020, the EU's €80 billion fund to encourage research and innovation, of which the Northern Ireland Executive had set a target to secure €145 million. Funding is also available through other EU wide programmes such as Creative Europe, Erasmus+, Rights, Equality and Citizenship, COSME, Consumer Programme and Europe for Citizens.

East Border Region are currently involved in 19 projects to the value of €132 million, such as SWELL – Improving water in translational water which is a €45 million project to the region.

The Ireland/ Northern Ireland border area benefits from the specific cross border funds such as INTERREG and PEACE as well as other Structural Funds.

The UK government has agreed to honour any EU Letters of Offer made before the autumn statement in October's Budget however it has yet to agree if it will fund PEACE IV programme or INTERREG VA as there is a Member State partner in these programmes. Whilst this is welcomed there is the potential for great losses for anything outside of this period. We are therefore recommending that Whitehall agrees to Letters of Offer beyond the Autumn Statement to maximise the benefit.

# EU funded applications recently made by the Council

Project Name	Funder	Project Total Cost	Grant Aid Total	Complete & Pending
SEAFOOD	SEA FLAG	£14,645	£15,000	С
The Narrows Challenges	PSNI / DRAP	£103,000	£101,000	С
Rural Development	SOAR / DARD	-	£65,636.72	С
SEED 'Food to Follow' Food Sector Development Programme	DETI / Invest NI + SEED Councils	Up to 31 March 2015 (DDC): £250,064.07	£250,064	С
SEED Family Business Programme	DETI / Invest NI + SEED Councils	£110,924.67	£106,962.07	С
SEED Sales 4Success (Sales for non-Sales People) Programme	DETI / Invest NI + SEED Councils	£78,716.28	£75,904.98	С
NMDDC Re-building the Construction Sector Programme	DETI / Invest NI + NMDC (DDC + NMDC joint programme)	£84,734.07	£63,550.55	С
Mourne Esplanade Amenity Enhancement Scheme	SEA FLAG EFF	£418,383.51	£331,000	С
SEED Energy Connections	ERDF / INI	Projected: £343,000 Actual £316,506.34	£343,000.02	С
SOAR Village Plans	SOAR / DARD	Projected: £239,863.00 Actual £146,443.22	£239,862.25	С
Kilbroney Event Building	SEUPB	£477,871	£421,213	С
Downpatrick High Cross Extension Project at Down County Museum	EBR/SEUPB INTERREG IVA Cross Border Programme + DOE	£684,119.91	£542,968.40	С
Smart Phone APP	SEUPB	£37,325	£37,325	С
Maritime Heritage based Tourism Infrastructure & Communication	SEA FLAG	£259,337	£259,337	С
Downpatrick Walking App and Guide	Interreg	£28,510.00	£28,510.00	С
Dundrum Play Park	DRAP / DARD	£93,394.75	£59,398.64	С
Heritage Trails and Mobile Apps	DRAP/DARD	£40,380 .00	£39,285.00	С
Mourne Coastal Path	DRAP/DARD	£49,900.00	£49,900.00	С
Axis 4, European Fisheries Fund	European Union and DARD	£253,680	£253,680	С
The Beyond Network – LoO 1307/101176274	Invest NI – ERDF	(Eligible Expenditure) £183,028	£137,271	С
Cranfield Beach Amenity Enhancement Scheme (9025/9895)	SEA FLAG	£413,916.96	£386,236.00	С
PEACE IV	European Social Fund		£4,778,572	Р
INTERREG Va (CANN)	European Social Fund		£1,036,339 *	P
European Fisheries and Maritime Fund			£1.300,00	P

Greenway Project	Interreg Va		£4,000,000	Р
Age Factor	Eramus		£40,000	Р
Business for Migrants Entrepreneurship	INTERREG Europe	£285,700	£242,845	P
Liberate	Horizon 2020		£511,021	Р
Rural Development Programme	DAERA		£11,000,000	Live
SEED Initiatives			£500,000	Р
Total			£16.197.881.63	

<sup>\*</sup>Newry, Mourne and Down Council is the Lead Partner for the Project with an overall budget of €9,606,080

#### **Economic Issues**

Northern Ireland is the part of the UK whose economy most dependant on EU trade. It is the only part of the UK that has a land border with a Member State and Northern Ireland's greater exposure to the EU is largely due to its relationship with the Republic of Ireland. The ability of farmers and companies to do business across the border and for continued cooperation between governments in a range of areas, including trade promotion and policing are fundamental to the potential impact on Northern Ireland. This will be of particular importance to Newry City and the border areas of Newry, Mourne and Down council.

The Republic accounts for 61% of Northern Ireland's exports to the EU and for 34% (£2,133.4 Million in 2015) of Northern Ireland's total exports. It also accounts for 49% of imports from the EU and 27% of total imports (£1,647.1 Million in 2015).

Under the present rules, Ireland and Northern Ireland can not negotiate a deal that would allow the status quo of unimpeded commerce, shopping and commuting across the border to continue as the Republic can not negotiate a trade deal independent of the other members of the EU.

The impact of Brexit is hard to estimate, especially at sub-national level and the range of scenarios differ according to the trade relationship that will be agreed with the EU, however, Northern Ireland would be particularly badly hit if no trade deal at all was agreed. The Oxford Economics analysis predict that for Northern Ireland, construction and manufacturing would be hardest hit and transport and communication the loss will be significantly lower. They conclude that 'the Northern Ireland economy is likely to be relatively more vulnerable to the type of structural changes triggered by a UK exit from the EU in comparison to the rest of the UK' and they estimate 'GVA<sup>1</sup> in northern Ireland will be 2.8% lower than the baseline' while 'the UK GVA will be 1.8% below'.

## Agriculture and farming

Agriculture represents a significant sector for Northern Ireland economy and Newry, Mourne and Down District Council area contains 15.42% (3,841) of Northern Irish farms. The composition of the Northern Irish agricultural sector is quite different from the UK as a whole; Northern Ireland is heavily concentrated in livestock: dairy and beef. Cattle alone account for 50% of total agricultural output (28% in the UK). The UK in contrast has a much higher output of

 $<sup>^{\</sup>rm I}$  GVA - the increase in the value of the economy due to the production of goods and services.

crops and the sector as a whole is more diverse. Exports of Agrifood to the EU accounts for 27.2% of the sales (57.4% of this to Ireland).

The Common Agricultural Policy (CAP) is the largest single item of EU expenditure, constituting around 40% of the total budget and our farmers receive 87% of their income from CAP.

Potential EU CAP Funding for Newry, Mourne and Down 2014 – 2020 based on 2014 funding	Millions
Rural Development Programme (CAP Pillar 2)	£53.04m
CAP Pillar 1	£234.5m
Total	287.54 million

If no deal allowing UK firms access to EU markets was agreed trade would be conducted under the World Trade Organisations Most Favoured Nation (MFN) rules. The average tariff applied by the EU to trade under MFN rules was 5.3% in 2015. Food and agricultural products in particular incur an much higher tariff (average 12.2%) and some products such as dairy products is as high as 42.1%. Business and farmers would therefore either have to: increase their prices, reduce their costs or reduce their margins by the same amount in order to maintain their position in the Single market.

#### Social Impact

An assessment would need to be completed in order to fully understand the social implications of Brexit as this will impact on employment, voluntary and community sector, migration and freedom of movement for the residents of Newry, Mourne and Down District Council.

## Recommendations:

- Newry, Mourne & Down DC request all Councils along the border corridor to participate
  in the appointment of a consultant via East Border Region Company to carry out a
  scoping exercise on the economic and social impact of Brexit and possible scenarios
  such as all funding applications being met by Government, partial funding of projects by
  government and no funding being approved. Assess the overall impact on the border
  corridor and impacts for key stakeholders such as public, private, third sectors and
  residents.
- Council representatives to lobby Brussels at a meeting on the 10<sup>th</sup> October with the AFCO Committee. East Border Region will cover the cost of the Chairman, vice Chairman and one official to attend this meeting. The cost of sending any additional delegates will be covered by the Council.
- 3. Write to the Republic of Ireland Government to seek that they expedite the SWELL funding application and other relevant cross border initiatives.

# PEACE IV Partnership Meeting Boardroom, Monaghan Row, Newry Thursday 8<sup>th</sup> September 2016

In attendance: Aideen McCormick, Education Authority

Aimee Boyd, Social Partner Breige Jennings, Social Partner Gordon McDade, Social Partner Martin Fahy, Education Authority

Marian Cully, Southern Health & Social Care Trust

Cllr Michael Ruane, Newry, Mourne and Down District Council Cllr Patrick Brown, Newry, Mourne and Down District Council

Paul Reid, Police Service of Northern Ireland

Paul Yam, Social Partner Siobhan Fearon, PCSP

Seamus Camplisson, Social Partner

Cllr Terry Hearty, Newry, Mourne and Down District Council Cllr Terry Andrews, Newry, Mourne and Down District Council

Officials in Attendance: Liam Hannaway, Newry, Mourne and Down District Council

Sonya Burns, Newry, Mourne and Down District Council Justyna McCabe, Newry, Mourne and Down District Council Aisling Smith, Newry, Mourne and Down District Council

#### **Welcome and Introductions**

Apologies were received from:

Gerard Rocks, Southern Health & Social Care Trust
Owen McDonnell, Housing Executive
Cllr William Walker, Newry, Mourne and Down District Council
Cllr Gillian Fitzpatrick, Newry, Mourne and Down District Council
Eddy Curtis, Newry, Mourne and Down District Council

Liam Hannaway commenced the meeting at 6:40pm and welcomed the members of the Peace IV Partnership to the inaugural partnership meeting. All members then introduced themselves. Liam Hannaway explained that despite Brexit Peace IV would still be going ahead providing a letter of offer was in place before the Autumn statement hence the urgency of this first partnership meeting.

#### Appointment of Chair and Vice-chair

Liam suggested the chair be an elected member and the vice chair one of the Social Partners. Cllr M Ruane was appointed to the chair proposed by Cllr T Andrews and seconded by Cllr T Hearty. It was agreed that a vice chair be appointed at a later date when social partners had the opportunity to get to know each other.

#### Overview

The Chair asks Sonya Burns to give an overview on the Peace IV Plan and what the programme will entail.

## Terms of Reference / Partnership agreement

Sonya explains that the partnership agreement is currently with the solicitors and will be brought to the partnership at a later date. She explains that for the purpose of the September 14<sup>th</sup> deadline for the Peace IV application a draft partnership agreement will suffice.

#### Presentation of plan

Presentation for noting.

#### Children and Young People

Paul Yam raised a concern regarding the amount of funding being used on the 16-24 year old age group and highlighted that it would be better to invest Peace money in the younger generation. Sonya clarified that the majority of actions outlined under Children and Young People were for the 10 – 24 year old age group. She also explained that the actions were interlinked and that it is envisaged that participants will progress from one programme to another covering multiple actions.

Paul Yam raised a further concern that TBUC (a programme carried out by the Education Authority) be taken into consideration as it would not be good use of Peace money if these overlapped. Aideen McCormick and Martin Fahy explained that the current funding for TBUC was coming to an end and without the Peace money being made available this programme would not be able to continue.

### Shared Spaces and Services

No queries were raised under this theme.

## **Building Positive Relations**

Marian Cully noted there was not alot of the Peace budget allocated to the action Older People Good Relations Programme. She queried as to whether or not it would be possible to add money into this action. Paul Yam agreed with Marian's concerns. Sonya Burns explained that even though there was one specific action aimed towards older people this did not exclude them from participating in all other actions.

Cllr T Andrews commends Sonya and the team on all the work out into the preparation on the Peace Plan.

Briege Jennings also commends Sonya and the team on their work and then queried as to how Council proposed to run Council Led action and if a facilitator would be used. Sonya Burns explained that Council would be open to tendering any facilitation etc that would be required under any of the Council actions. Sonya clarified that under some of the Council led actions Council would be taking the lead and seeking assistance from outside organisations. Organisations would also be requested to feed in to the plan as to what needs are in the district.

Seamus Camplisson also commends Sonya and the team. He agrees with Marians comment about the need for more money to be put in the older people category. In his work in Glebe House he has found that there is a huge demand for work with older people. He highlighted that older people in

particular have very little opportunity to met people from other groups. He also queried as to whether or not people from outside the Council area would be given the opportunity to participate in any of the actions, in particular those living close to the Council area border. Sonya Burns explains that Council want to maximise the benefit of the Peace IV plan to our Council area as each Council will have their own budget, however if there is a programme that natural spans into another Council area Newry, Mourne and Down Council would have to approach their counterparts in the relevant Council to discuss such a programme.

Siobhan Fearon queried as to whether the delivery partner was flexible in the plan, particularly if another delivery partner had relevant expertise in an action that was being delivered by another partner was there scope for work between the partners. Sonya agreed this would be acceptable.

Aideen McCormick raised the issue of no advance agreement in place with SEUPB which would mean the delivery partners would have to operate at risk. She asked if this be highlighted with SEUPB and the restrictions and pressures this would have on the delivery partners. Sonya agreed to bring this issue to SEUPB and explained that the same issue was found at the beginning of Peace III where an advance agreement was agreed at a later date.

## **Approval of Plan**

The Chair asks for approval of the plan. Proposed by Cllr T Hearty and seconded by Cllr T Andrews.

#### **Next steps**

The following next steps were agreed:

- Recruit 2 more social partners
  - 2. Organise Social Partners to meet
  - 3. Draft the partnership agreement
  - 4. Update the partnership via email in approximately one month (October)
  - 5. Expected the application will go to the steering group in November and onto Letter of Offer in December

#### Schedule of meetings

Proposed that the schedule of meetings will be as follows:

- 1. Full partnership meetings in October, November and December,
- 2. In the new year alternate between full partnership and thematic working group meetings each month.

Evening meeting at 6pm agreed to suit all members. Also agreed to alternate meetings between Newry and Downpatrick Council Offices.

Chair closed the meeting at 8:15pm and thanked all partnership members for attending.

Report to:	Strategy, Policy and Resources Committee
Subject:	PEACE IV
Date:	15 September 2016
Reporting Officer:	Sonya Burns, Programmes Manager
Contact Officer(s):	Sonya Burns, Programmes Manager Justyna McCabe, Social Inclusion & Diversity Projects Coordinator

#### **Decisions Required**

The following for noting:

Inaugural Peace IV Partnership meeting minutes.

## 1.0 Purpose & Background

## 1.1 Peace IV Partnership:

The Inaugural meeting of the Peace IV Partnership took place on Thursday 8 September in the Boardroom, Monaghan Row.

At the meeting new members were presented with the Peace IV stage 2 submission for approval. A few queries were noted by members and these are outlined in the minutes attached.

There are still two positions available on the Partnership Board for the Slieve Gullion and Crotlieve areas. The previously agreed targeted approach is still ongoing to fill these positions.

#### Peace IV Update:

From the last update for the SPR Committee there have been a number of developments in relation to the Peace IV Stage 2 submission. Due to challenges presented by Brexit the timeframe for submission of the Stage 2 plan was reduced by two weeks and due in by 14 September 2016 at 3pm. As previously outlined there is a break clause of September 2018 being included in the plan if no arrangements are made for the continuation of Peace IV outside of the post exit period. The government however have stipulated that they will honour any Letters of Offer which are through by the Autumn Statement. The exchange rate has resulted in our allocation being £4,778,512 of which we are aiming to spend most of the programme budget by September 2018 should a solution to Peace IV not be met.

## 2.0 Key Issues

- 2.1 There are potentially a number of issues:
  - Due to Brexit there are issues for the Peace IV and Interreg Programmes as they have member state partners. There has been a break clause of September 2018 included in the plan if no solution can be found.
  - Gaining members onto the Partnership from the Crotlieve and Slieve Gullion areas.

## 3.0 Financial & Resource Implications

3.1 Ongoing Officer time.

4.0	Equality & Good Relations Implications	
4.1	This will be included as part of the Stage 1 and 2 applications.	
5.0	Appendices Minutes of the Partnership meeting 8 September 2016.	

## **Kindle Primary School**

Outline Business Case for the purchase of the Former Kindle Primary School in Ballykinlar Village

## 1 Assessment of Need

- 1.1 The Legacy Down District Council commissioned 2 Feasibility Studies the first in August 2009 and the second in February 2013. Both of these studies identified a need for community facilities in the village.
- 1.2 Studies by the SEELB Youth Services also indicated a need for a full time Youth worker and dedicated Youth Service Rooms within the Village.

## 2 Site Analysis and Technical Feasibility

- 2.1 The Council considered 6 possible options (both of the above studies) these were:-
- Old School Hall
- 2 Marian Park new build
- 3 Kindle Primary School refurbish existing building
- 4 Kindle Primary School refurbish and extension
- 5 Kindle Primary School new build
- 6 Ministry of Defence site new build
- 2.2 These studies concluded that a refurbishment of the existing building was the preferred option and discussion with the SEELB (Renamed Education Authority) were on-going up until the building had to be demolished in April 2016.

#### 3 Cost Estimates

Cost estimates and value for money assessment

#### 3.1 Site Valuation

In 2009 the site was valued at £596,660 over the years subsequent valuations reduced to £80,000 in February 2015. The Education Authorities Marketing Agent has now set the market price at £50,000

The land and property services valuation is attached on appendix A.

## 3.2 Historic Cost Estimates

In 2009 the cost of refurbishment of the building was estimated at £1.241,810. In September 2013 the estimated cost was reduced to £915,222.

#### 3.3 Current Cost Estimate

Options

- 3.3.1 To construct a 523m² traditional build facility to act as a Community Centre on a clear and level site in Ballykinlar would cost in the region of £1100 £1200/m² £575,300 to £627,600 based on SPONs guide taking into account all variables. This price would not take into account infrastructure services such as water, power and drainage.
- 3.3.2 To construct a similar facility on a sectional or modular basis, on 523m² floor area would be in the region of £700 £800/m² £366,100 to £418,400 based on an approximate estimate from a current supplier (without knowledge of layout or detail specification) and again this price does not allow form incoming services.
- 3.3.3 A third option to consider would be the use of a steel framed building with infill panels and again on the basis of 523m<sup>2</sup> of floor area and all other points being similar, would be approximately £1000/m<sup>2</sup> £523,000

#### 4 Conclusion

- 4.1 Given the very significant reduction in valuation for the site at a purchase price of £50,000 represents very good value for money.
- 4.2 The very significant reduction in cost for a prefabricated building placed on a cleared site in comparison to the previous refurbishment scheme represents very good value for money.

## 5 Recommendation

The Committee recommends that the Council purchase the site from the Education authority for the development of a community centre subject to full economic appraisal and business case being carried out.

Land & Property Services
Marlborough House
Central Way
CRAIGAVON
BT64 1AD

Tel: 02838320117

F.A.O. Alison Robb
Assistant Director Corporate Services
Newry, Mourne and Down District
Council
Downshire Civic Centre
Downshire Estate
Ardglass Road

Comhairle Ceantair an Iúir
Mhúrn agus an Dúin
Newry, Mourte 2

0 4 AUG 2016

3<sup>rd</sup> August 2016

Your reference:
Our reference: 7058118

Dear Madam

Downpatrick BT30 6GQ

## Re: Valuation of site of former Kindle Integrated Primary, Ballykinlar

I refer to your instructing email dated 22<sup>nd</sup> June 2016 in respect of the above and would comment as follows.

I would confirm your instructions that you wish Land & Property Services to provide Newry, Mourne and Down District Council with a valuation of the site of former Kindle Integrated Primary, Ballykinlar.

The current LPS Terms of Engagement are applicable to this report with no amendments. The Standard Terms of Engagement may be viewed on our website at this address:

https://www.financeni.gov.uk/sites/default/files/publications/dfp/LPS%20Terms%20of%20 Engagement%202015.pdf

I trust the enclosed information meets your requirements but should you require any further clarification please do not hesitate to contact me.

Yours Faithfully

Claire White MRICS



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## **VALUATION REPORT**

Property:

Site of former Kindle Integrated Primary, Ballykinlar

Prepared by:

Claire White BSc (Hons) MRICS

Craigavon District Office Marlborough House

Central Way Craigavon **BT64 1AD** 

Client:

Alison Robb

Assistant Director Corporate Services
Newry, Mourne and Down District Council
Downshire Civic Centre

Downshire Estate Ardglass Road Downpatrick BT30 6GQ

Date:

3<sup>rd</sup> August 2016

LPS Case Ref:

7058118

Client Ref:

## 1.0 Instructions and identity of the client

Instructions have been received from Alison Robb of Newry, Mourne and Down District Council by way of email correspondence dated 22<sup>nd</sup> June 2016.

## 2.0 Privacy/ Limitation on Disclosure

This report is provided for the purposes and use of the Client. It is confidential to the Client and the Client's representatives. Land & Property Services accepts responsibility to the Client that the report has been prepared with the skill, care and diligence reasonably expected of a competent Chartered Surveyor but accepts no responsibility whatsoever to any party other than the client. Any other party who relies on the report does so at their own risk.

Neither the whole, nor any part of this report or valuation, nor any reference thereto, may be included in any published document, circular or statement, nor published in any way, nor disclosed to any third party without the prior written consent of Land & Property Services.

## 3.0 Inspection

The site was inspected in February 2016 in connection with an instruction for the disposing body.

## 4.0 Extent of investigation

Site inspection notes and photographs have been relied upon.

## 5.0 Nature and source of information relied on.

Information has been provided by Newry, Mourne and Down District Council and Land & Property Services internal records.

## 6.0 Compliance with appraisal and valuation standards

I confirm that the valuation has been prepared with the appropriate sections of the Practice Statements and United Kingdom Practice Statements contained within the RICS Valuation – Professional Standards 2014.

## 7.0 Purpose of the valuation

Newry, Mourne and Down District Council have requested a valuation of the site of former Kindle Integrated Primary School in Ballykinlar which they are considering purchasing.

The figures provided within this report should not be used for any purpose, other than that which has been stated above, without prior written approval of Land & Property Services.

## 8.0 Property Description

The subject comprises the site of the former Kindle Integrated Primary school located in Ballykinlar. The total site area is approximately 1.44 acres. It is understood the school closed in 2008 and the property has been vacant since this date. The Education Authority are in the process of demolishing the school buildings.

This valuation is based on the cleared site value.

## 9.0 Basis of Valuation

The valuation has been carried out in accordance with the RICS Valuation – Professional Standards 2014 on the basis of Market Value.

**Market Value:** The estimated amount for which an asset or liability should exchange on the *valuation date* between a willing buyer and a willing seller in an arm's length transaction after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion.

#### 10.0 Assumptions

An assumption is stated in the Glossary to the Red Book to be a 'supposition taken to be true'. Assumptions are facts, conditions or situations affecting the subject of, or approach to, a valuation that, by agreement, need not be verified by a valuer as part of the valuation process. In undertaking our valuation I have made a number of assumptions and have relied on certain sources of information. In the event that any of these assumptions prove to be incorrect then our valuations should be reviewed. The assumptions I have made for the purposes of my valuation are referred to below.

### Condition of the land:

It is assumed the land remains in the same condition it was in at the date of

inspection.

#### Tenure:

The valuation stated below for the area of land to be transferred is the vacant possession value and assumes that no persons will lay claim to all or parts of the property by adverse possession or otherwise and no persons have tenure over the land.

#### Title:

It is assumed the land to be transferred is held in fee simple or long leasehold at a nominal consideration free from any onerous or restrictive covenants.

It is assumed that title includes proper and appropriate means of access and there are no rights of way or wayleaves in favour of a 3<sup>rd</sup> party.

## **Environmental matters:**

I have not made any allowance in the valuation for any effect in respect of actual or potential contamination of the land.

It is assumed all mains services are available.

#### **Boundaries:**

The boundaries of the land are as indicated on your instructions and no action has been taken to verify the accuracy of same.

## Planning:

No direct approach has been made to the Planning Office. The land is within the settlement development limit for Ballykinlar under the Ards and Down Area Plan 2015.

## 11.0 Date of Valuation

The date of valuation is 3<sup>rd</sup> August 2016.

The valuation reflects opinion of value as at this date. Property values are subject to fluctuation over time as market conditions may change and a valuation given on the above date may not be valid on an earlier or later date.

Given current market uncertainty, it is recommended that the valuation be reassessed after 6 months if deemed necessary.

## 12.0 Valuation approach and reasoning

Comparable transactions of a similar nature within the locality has been considered

when determining value.

#### 13.0 Valuation

I consider the Market Value of the site cleared of all buildings is fairly represented in the sum of £65,000 (Sixty-five thousand pounds stg).

Education Authority had accepted a recommendation by the appointed marketing agent that the site should be put on the market with an asking price of £50,000 in April 2016. I understand from your instructions that Education Authority have shared this valuation with you. I would advise that the sum of £50,000 was based on the site encumbered by buildings and took account of the likely demolition costs that would be incurred by a purchaser in the redevelopment of the site. I would further advise that the sum of £50,000 was recommended by the agent in order to generate genuine interest in the site and refers to a marketing price rather than a valuation.

The valuations have been based on the assumptions as detailed above. Should any be found later to be incorrect or requiring amendment, the valuation will require review.

#### 14.0 Status of the valuer

This report has been prepared by Claire White, BSc (Hons) MRICS, a registered external valuer as defined by RICS, who has the relevant skills, experience, knowledge and understanding to undertake the valuation competently.

## 15.0 Conflict of Interest Statement

I have previously had professional involvement in connection with the subject and have previously provided valuation advice for another client in respect of the subject.

I have no material connection with either the applicant or the property and I therefore believe that I do not have a conflict of interest in carrying out this instruction.

Claire White BSc (Hons) MRICS

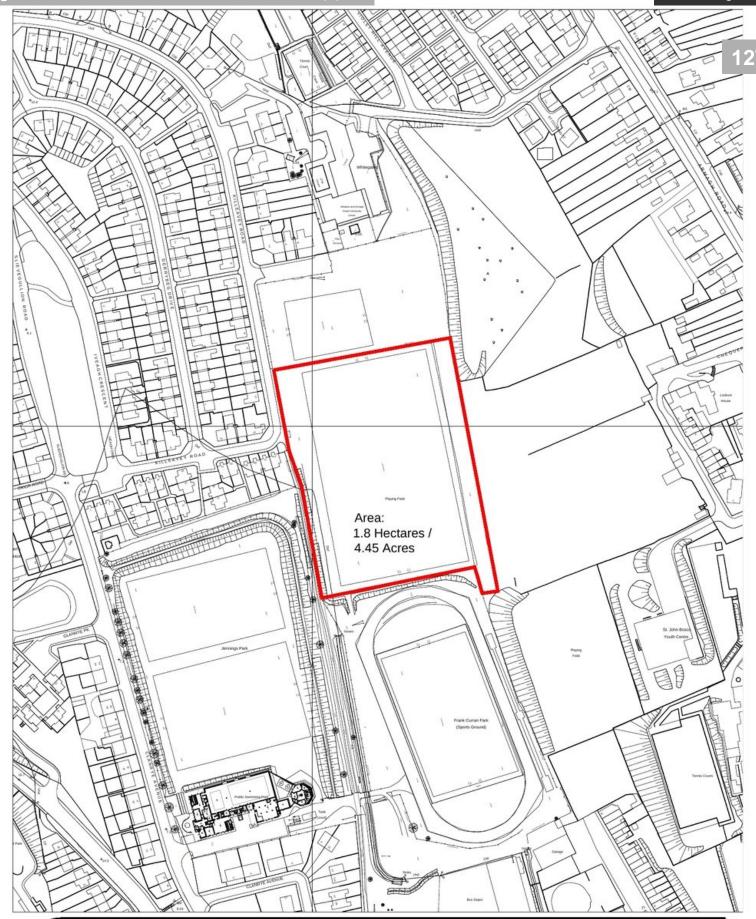
P. White

Prepared on behalf of Land & Property Services

Report to:	Strategy, Policy and Resources Committee	
Date of Meeting:	15 September 2016	
Subject:	Proposed Lease of Jack Mackin Park Gaelic Pitch at Rooneys Meadow, Newry to St John Bosco GAC	
Reporting Officer (Including Job Title):	Alison Robb, Assistant Director Corporate Services (Administration)	
Contact Officer (Including Job Title):	Carmel McKenna, Administration	

	required:Consider recommendation to proceed with the proposed lease at a rental subject to Housing Executive approval.
10	Burness and Bashanan de
<b>1.0</b> 1.1	Purpose and Background:  In 2014 the Legacy Council agreed to lease the gaelic pitch (Jack Mackin Park) at Rooneys Meadow, Newry to St John Bosco GAC at a peppercorn rental subject to DOE approval. DOE approval was received in June 2015.
	Originally the club also intended to lease a site for clubhouse provision but this was delayed due to funding issues. The lease of the gaelic pitch was also deferred at that time.
	It has now been agreed to provide clubhouse facilities for the club within phase 2 of the new Leisure Centre on a lease basis. DSD funding has been obtained for this scheme. The lease of the gaelic pitch could therefore now proceed.
2.0	Key issues:
2.1	The gaelic pitch is located in close proximity to the new Leisure Centre so therefore there will be a linkage with the club facilities to be leased within the Centre.
	The leased facilities will not include changing rooms so the club will also use the changing facilities in the new Leisure Centre on a hire charge basis ie they will be required to book/hire the changing rooms when needed.
	The gaelic pitch is used mainly by the Bosco club but there has been some school usage also. There is a clause in the draft lease—"To permit local schools to use the premises for their sports activities subject to adequate notice being given to the Trustees and subject to the premises being available and suitable for use."
	The proposed term of the lease is 25 years with an option of renewal.
	Part of the land is leased from the Housing Executive and we have sought approval from the Executive to the proposed lease.
3.0	Recommendations:
3.1	Proceed with the lease subject to Housing Executive approval
4.0	Resource implications
4.1	Saving on maintenance costs.
5.0	Equality and good relations implications:
5.1	

6.0	Appendices
	Appendix I: Map of site



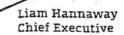
SURY & MOURE
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NEWRY AND MOURNE
DISTRICT COUNCIL

Building :	Council ref no.:	Drawing Title :	
PLAYING FIELD, THE MEADOW			FOR DSCO GAC
Drawing no.	Scale :	Drawn by :	Date :
NM223-G-1-00-10	1:2500	РВ	7.05.13

Back to Agenda

an Iúir, Mhúrn 128 agus an Dúin

Newry, Mourne and Down



Date 30 April 2015 Ref: R/S 143

Ms Karen Wallace DOE Local Government Policy Division Goodwood House Belfast BT1 4NN

Dear Ms Wallace

## Disposal of Council land at Meadow Armagh Road/ Jack Mackin Park - Gaelic Pitch Newry to St John Bosco GAC

I refer to my letter of 12 March 2015 to DOE, Local Government Policy Division (copy enclosed for ease of reference) and to your email of 30 April 2015.

Newry, Mourne and Down District Council would like to approve the Club's request to lease, this facility, for a period of 25 years, with the possibility of a further extension of lease for another 25 years and with a peppercorn rental applying for the entire lease term.

I would be grateful if this matter could be dealt with as a priority.

Yours sincerely

Eddy Curtis Director

Strategic, Planning and Performance

Enc



Mr E Curtis
Director of Strategic Planning and
Performance
Newry, Mourne and Down District Council
O'Hagan House
Monaghan Row
NEWRY
BT35 8DJ

**Local Government Policy Division** 

Causeway Exchange Level 4 1-7 Bedford Street Town Parks BELFAST BT2 7EG

Tel:

028 9082 3386

Email:

Karen.wallace@doeni.gov.uk

Our

DO1-15-2234

reference:

Date:

12 June 2015

Dear Mr Curtis

## DISPOSAL OF COUNCIL LAND AT MEADOW ARMAGH ROAD / JACK MACKIN PARK

I refer to your letter of 30 April 2015 for the above named proposal and your request for approval.

The Department, under Section 96(5)(a) of the Local Government Act (NI) 1972, hereby approve the council's request to dispose of land at Meadow Armagh Road / Jack Mackin Park Gaelic Pitch Newry City to St John Bosco GAC.

This approval is given subject to the proviso that Section 96(5)(b) of the Local Government Act (NI) 1972 is not applicable.

Yours sincerely

KAREN WALLACE



Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	15 September 2016
Subject:	Release of Charge-Lislea Community Association
Reporting Officer	Alison Robb, Assistant Director Corporate
(Including Job Title):	Services(Administration)
Contact Officer	Patrick Green/Carmel McKenna
(Including Job Title):	

Decisions required:Consider recommendation to release the charge dated 5 December 2000 on land in Folio AR 22313L Co Armagh in relation to a contribution from the Legacy Council to Lislea Community Association as the payback period has expired and the covenants of the charge were complied with during that period.

1.0	Purpose and Background:
1.1	The Legacy Council entered into a legal agreement dated 20 October 1999 with the Trustees of Lislea Community Association regarding a contribution of $\pounds 25,000$ towards the cost of providing improved community facilities. The Agreement provided for a 15 year payback period which has now expired. A
	Certificate Of Charge was registered on their Folio on 5 December 2000.
2.0	Key issues:
2.1	The solicitor for Lislea Community Association has requested the removal of the charge and confirmed that the covenants of the charge have been fully complied with during the 15 year period.
3.0	Recommendations:
3.1	Recommend the Council release the Charge as the 15 year period has expired and the covenants have been complied with during that time.
4.0	Resource implications
4.1	
5.0	Equality and good relations implications:
5.1	
6.0	Appendices
	Appendix I: Contribution Agreement
	Appendix 2: Correspondence from the solicitor acting for Lislea CA including proposed Release of Charge document

# MCSHANE AND COMPANY

SOLICITORS

The Clerk
Newry & Mourne District Council
O'Hagan House
Monaghan Row
NEWRY
Co Down, BT345 8DL

34 HILL STREET
NEWRY
COUNTY DOWN
BT34 1AR
TEL 028 3026 6611
FAX 028 3026 9492
DX 2050 NR NEWRY
EMAIL mcshane\_co@compuserve.com
Website www.mcshaneandco.com

DATE: 11 January 2001

OUR REF :

RMCS/AM//D5/3483

YOUR REF:

CC/22

Dear Sir

RE:

CONTRIBUTION AGREEMENT - £25,000.00

CONTRIBUTION: 25,000.00

Lisles

ASSUC

We are happy to advise that registration of the Contribution Agreement in this matter has now been completed and our costs have been paid by the Grantee.

We now enclose herewith for safekeeping by the Council:-

- 1. Contribution Agreement, duly registered.
- 2. Plans and Specifications
- 3. Evidence of Insurance.
- 4. Evidence of Title

Yours faithfully

McSHANE AND COMPANY

Enc



# CERTIFICATE OF CHARGE

132

DATED THIS Zoth DAY OF October 1999

## BETWEEN

## **NEWRY & MOURNE DISTRICT COUNCIL**

- AND -

## LISLEA COMMUNITY ASSOCIATION

## CONTRIBUTION AGREEMENT

£25,000.00

McShane and Company

Solicitors

34 Hill Street

**NEWRY** 

Co. Down, BT34 1AR

THIS INDENTURE made this 20th day of October One Thousand Nine Hundred and Ninety-Nine and made between NEWRY & MOURNE DISTRICT COUNCIL of Monaghan Row, Newry, in the County of Down (hereinafter called "the Council") of the one part and THOMAS KEANE, of Milltown Road, Lislea, Newry, County Down, EUGENE HANNAWAY, of Milltown Road, Lislea, Newry; County Down, and SEAMUS KING of Amakane, Camlough, Newry in the County of Down Trustees of LISLEA COMMUNITY ASSOCIATION (hereinafter called "the Trustees") of the other part.

#### WHEREAS 1.

0)

9)

- The Trustees are the registered owners of a Leasehold Estate in the 1.1 land and premises described in the schedule hereto (hereinafter called "the Premises") by virtue of the deeds and documents set forth in the said schedule.
- The Trustees acquired and still hold the premises as Trustees for 1.2 LISLEA COMMUNITY ASSOCIATION (hereinafter called "the Club").
- The Trustees have applied to the Council under the provisions of 1.3 the Local Government Act (Northern Ireland) 1972 and The Recreation and Youth Services (Northern Ireland) Order 1973 for a grant towards the cost of providing improved facilities on the premises described in the schedule hereto which are situated at

Lislea, Newry, County Down.

- The Council has agreed to make a grant to the Trustees in the sum 1.4 of Twenty Five Thousand Pounds (£25,000.00.00) to assist towards the provision of improved facilities (which sum is hereinafter referred to as "the Grant")
- NOW THIS INDENTURE WITNESSETH that in pursuance of said 2. Agreement and in consideration of the Grant to be made to the Trustees by the Council and in accordance with the relevant statutory provisions the Trustees do hereby jointly and severally Covenant with the Council for a period of 15 years from the date hereof and in the manner following:-
  - To develop the premises at Lislea, Newry, in accordance with the Schedules, Plans and Specifications prepared by Tom Gilsenan, Chartered Architect of 27b Dominic Street, Newry, County Down,

- BT35 8BN, which said specifications and plans are set forth in Appendix '1' to this Indenture.
- 2.2 To complete all of the works referred to at paragraph 1 above
- within 2 years from the date hereof.
  - 2.3 To use the premises and every part thereof for the purpose of providing and maintaining thereon facilities for recreation and sport and subject to the said statutory provisions or any modification or re-enactment thereof for the time being in force.
  - 2.4 Not to use the premises or any part thereof for political, religious or denominational purposes.
- 2.5 To observe and perform all the covenants and conditions contained in the documents of Title under which the premises are held.
- 2.6 To expend the Grant for the purposes hereinbefore expressed and for no other purpose whatsoever.
- 2.7 To permit the Council, it officers, servants and workmen at all reasonable times to enter upon the premises or any part thereof to inspect the same and the various activities carried on therein and the sate of repair of the premises which are now or may hereafter be erected on the demised premises at Lislea, Newry,
- 2.8 To insure the said premises and all buildings which now are or may hereafter be erected on the said premises and all fixtures and fittings and equipment therein and thereon against loss or damage by fire or special perils for a sum equal to the full value thereof in the names of the Trustees with a reputable insurance company, to be chosen by the Trustees, but subject to the approval of the Council.
- 2.9 To insure against public liability and all such other risks as the Council from time to time may direct. The said insurance policy or policies to be effected with a reputable insurance company chosen by the Trustees, but subject to the approval of the Council, and to a value of not less than £2 million for each and every claim.
- 2.10 To duly pay and punctually all premiums and money necessary for effecting and keeping up the said policies of insurance and on demand to produce to the Council the policy or policies of

- insurance and the receipts for any premiums payable in respect thereof.
- 2.11 Not to enter into any agreement for the sale of the property during the term of this Agreement without having first obtained the permission, in writing, of the council and having reached with the Council a firm agreement regarding repayment of the said Grant or part thereof (if so required) if such eventuality were to occur during the said term.
- 2.12 That if all or any of the Covenants or conditions herein contained should not be duly performed or observed then and in such case the Trustees shall, if required by the Council, repay or cause to be repaid to the Council a portion of the Grant in accordance with the following formula:

Number of years and months left to run

X £25,000.00

15

= amount to be repaid (if so required)

- 3. AND IN FURTHER PURSUANCE of said Agreement in consideration of the covenants by the Trustees hereinbefore contained the Council hereby Covenants with the Trustees as follows:-
  - 3.1 To pay the Grant to the Trustees during the financial year 1999/2000 in 1 payment **PROVIDED ALWAYS** that the Club will have given evidence to the Council of expenditure in excess of this amount prior to the application for payment **AND FURTHER PROVIDED** that at the times of such request for payment the Trustees shall up to then have observed and performed all their covenants hereinbefore contained and in the case of development work or provisions of fixtures and fittings shall have produced to the Council a certificate from their Architect or similar competent person as to the value of such work carried out or in the case of equipment or other movable items a receipt for the purchase price thereof.
  - 3.2 That provided all the Trustees Covenants hereinbefore contained shall have been observed and performed at the end of the said

period of the Lease the Council shall not request repayment of any portion of the Grant and shall waive all the Trustees Covenants and conditions at the end of the said period **PROVIDED ALWAYS** and it is mutually agreed between the parties hereto.

3.3 As security for the obligations of the Trustees to repay the grant (or any part thereof) if demanded the Trustees as BENEFICIAL OWNERS, hereby charge the lands in the above mentioned folio with the payment to the Council of the said sum of £25,000.00 PROVIDED that if the Trustees shall duly pay to the Council all monies payable under this agreement (or part thereof) and shall observe and perform all the covenants on the part of the Trustees contained in this agreement then the Council shall discharge this security by receipt to be attached hereto.

IT IS HEREBY CERTIFIED that the transaction hereby effected does not form part of a larger transaction or of a series of transactions in particular which the amount or value or the aggregate amount or value of the consideration or the property transferred exceeds sixty thousand pounds.

IN WITNESS WHEREOF the Trustees have hereunto set their hands and affixed their seals and the Council has caused its common seal to be hereunto affixed the day and year first herein WRITTEN

## SCHEDULE

223131.

The lands in Folio AR/ County Armagh, Land Registry of Northern Ireland.

Signed Sealed and Delivered by the said **TRUSTEES** in the presence of:-

Cicren Refferty Solicitor Newry Thomas Keane : Zapre Hamour

Deams of

Agend	da 18 / Contribution	n Agreement-Lislea Community Associationpdf			Back to	Agenda
Á		Present when the Common Seal of	:			137
		NEWRY & MOURNE DISTRICT COUNCIL	:			
		was affixed hereto	t			
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LAND REGISTRY, NORTHERN IRELAND

Folio AR 22313 County ARTINGH Document No. 2000/110787/A

It is hereby certified that the charge created by the within written Deed has been registered as a burden on the land comprised in the above mentioned Folio on 5 m. Verman 2000

on 5m Dezember 2000 and that Noway + Monane Distract

has been registered as owner of the said charge.

Dated 4m January 200

for Registrar of Titles

D.O.E. (N.I.)
LAND PEGETRY
REC 100

-5 DEC 2000

BELFAST

# Rafferty & Co. SOLICITORS

83 Hill Street

Newry, Co. Down

BT34 1DG

Northern Ireland

T • 028 3026 1102

F • 028 3026 0757

DX • 2069 NR NEWRY

OUR REF:

PP/6207/CR/JF

26 August 2016

Mr Liam Hannaway Chief Executive

Newry, Mourne & Down District Council

O'Hagan House Monaghan Row Newry

Newry BT35 8DJ Comhairle Ceantair an Iúir Mhùrn agus an Dúin Newry, Mourne and Down District Council



Date

YOUR REF:

0 1 SEP 2016

Chief Executive

Dear Mr Hannaway

## My Client - Lislea Community Association - Lands at Lislea

Thank you for your letter of 9 August.

I now write to request the removal of the Charge over Folio AR 22313L County Armagh which Charge was registered in December 2000 and I confirm that the covenants within the said Charge have been fully complied with during that period.

I enclose a Release of Charge to be sealed and I would be obliged if you would kindly return this to myself.

Thank you for your assistance.

Yours sincerely

Ciaran Rafferty



Directors & Solicitors
CIARAN RAFFERTY LL.B. | BERNADETTE RAFFERTY LL.B., Solicitor Advocate

SIOBHAN GORMAN LL.B., is a member of the Law Society of NI Children's Order Panel, a Collaborative Lawyer and a member of the NIGALA Children's Panel.

## CANCELLATION OF CHARGE

#### LAND REGISTRY

Folio: AR 22313L

County: ARMAGH

Registered Owners: THOMAS KEANE, EUGENE HANNAWAY and SEAMUS

KING

Registered Owner of Charge: NEWRY & MOURNE DISTRICT COUNCIL

Newry & Mourne District Council the Registered Owner of a Charge registered as a burden on the above Folio on 5<sup>th</sup> December 2000 and now by its successor Newry, Mourne and Down District Council hereby releases the said Charge over the said property.

Dated this

day of

2016

Sealed with the Common Seal of NEWRY MOURNE AND DOWN DISTRICT COUNCIL And witnessed by:

Report to:	Strategic Policy and Resources Committee
Date of Meeting:	15 September 2016
Subject:	Capital Project Update
Reporting Officer (Including Job Title):	Eddy Curtis, Director of Strategic Planning and Performance
Contact Officer (Including Job Title):	Eamon McManus, Capital Projects

Decisions	required:
Members	are asked to note the contents of the report .
1.0	Purpose and Background:
1.1	The purpose of the report is to inform Members of progress in relation to Capital Projects.
2.0	Key issues:
2.1	To update Members on Capital Projects.
3.0	Recommendations:
3.1	To note the report.
4.0	Resource implications
4.1	None
5.0	Equality and good relations implications:
5.1	None
6.0	Appendices:
6.1	None.

## CAPITAL PROGRAMME REPORT TO STRATEGY POLICY AND RESOURCES COMMITTEE

DATE - 15 September 2016



PROJECT MONTHLY ACTIVITY PROGRAMME BUDGET SMT ACTIONS

## **ACTIVE & HEALTHY COMMUNITIES DIRECTORATE**

Saintfield Community Centre	PQQ documents returned and assessed	Detailed design provided to stage D. Discussions with third party to provide alternative solutions - decision to be taken to Council for	Current scheme total budget £3m as matched funding with private sector partner.	ML/EC	PQQ documents assessed and Tender documents issued as draft for consultation. ITT to be released in September after Council and SDA agreement.
Community Operated Sports Pitches - Ballyhornan, Downpatrick, Kilcooley.	Overall PID established. Individual risk registers included. CPD to provide PQQ/ITT documents for consideration.		As per LoO - Ballyhornan £647,489.00; Downpatrick £1,042,986.00; Kilcooley £900,700.00; NMDDC Management Fee £257,353.00	ML/EC	Letter of Commencement for procurement of IDT received from Executive Office August 2016. Outstanding issues to be resolved before proceeding with PQQ process. PQQ documents awaiting final Departmental approval
Crossgar Playpark	Contractor appointed.	July. Complete mid-August 2016.	Successful tender £44,982.28. Budget for replacement equipment £58,610.00 provided by way of insurance claim.	ML	Works complete. Play park re-opened to public 18th August 2016. Final account £56,151.28.

## **REGULATORY & TECHNICAL SERVICES DIRECTORATE**

Dry Recyclable & Residual Waste Transfer Station	It has been agreed to put this project on hold.	Waiting for approval of design team.	Budget estimate £400,000	COR	Project to be taken out.

Household Recycling Centre – Downpatrick	IDT has been awarded to RPS Consulting	RPS working on full planning submission for site.	Budget estimates Purchase = £90,000 Build = £750,000.00 Fitting = £180,000.00 £20,000 to be spent 2015/2016. Remainder of spend 2016/2017.	COR	Topographical survey complete. RPS progressing with design. Reserved matters planning application to be submitted September 2016.
Struell Cemetery Plot Extension	Contractor on site completing works.	Due for completion early July 2016.	Total Budget £125,000.00 - spend to date £29,476.25	COR	Final account agreed. Project in defects period until July 2017.
Aughnagun Final Capping	Tender out for Final Capping during May. Tender closed 25.05.16.	Evaluate and award capping contract by middle of June 2016.	Financial Provision £1,901,164 Final Capping 14000m <sup>2</sup> Est £300,000. Note: Financial Provision is covered by Reserves & Landfill Gas Income.	COR	Award final capping contract by June 2016.
Drumanakelly Final Capping	Meetings with Consultant to provide a programme and update on state of works to date. Tender process to be considered for completion of part 4 and final restoration.	Finish applying cover material during May. 7,500m² of 21,000m² had been part of an earlier tender awarded to TAL but not completed. Meeting with TAL 01.06.16 to address.	Financial Provision £1,953,586. Final Capping 21,000m² (inclusive of part 4 - 7,500m² approx) actual estimated at £400,000. Note: Financial Provision covered by Reserves. Contract price of £128,000 for part 4.	COR	CQA Plan & Tender to be completed during August 2016. Council representative in discussion with contractor on way forward within existing contract.

## **ENTERPRISE REGENERATION & TOURISM DIRECTORATE**

Warrenpoint Public Realm Scheme	On-site works are continuing on both Church Street and Newry Street as good progress is being made.		Council Budget of £115,000 in 2015/16 to match fund £710,000 from DSD. Other Council monies approved in 2016/17 (£250,000) to go along with the further contribution being made by DSD.		On going site management with design and contractor teams. Follow-up on actions from May 2016 Task and Finish committee Mtg.
Newry Cathedral Corridor PR Scheme	On-site works are continuing on both Hill Street (Phase 5 of 6) as good progress is being made.	still on programme to complete works	Council Budget of £72,100 in 2015/16 to match fund £650,000 from DSD. Other Council Revenue monies being sought in 2016/17.	MW	Works commenced January 2016 and ongoing (Keep in regular contact with Traders). Task and Finish meeting in mid February to update on progress. Works Scheduled to finish in Sept 2016.
Cranfield Beach - Sea Defence	Worked with Consultancy Team to work up Phase II design that has been submitted to Planning and NIEA.	now appoitned and have carried out Consultation/Design/Planning Stage	Underspend of this budget which now	MW	Meetings ongoing with Planners and NIEA in regard the submitted planning application.

			1	le n
contractor, and works now started.	and has made good progress. The current timetable has projected completion in April 2017. Project Task and Finish Group to be established with recommendation for consideration at August, Next	£1,100,000 in 16/17 and a possible further £300,000 to be budgeted for 2017/18. NIW will 50% match Council contributions to Scheme,		Follow up with NI Water in regards to progrand keep local community sporting Reps informed. Mtg with Cllrs and Local Community Rep's held in June 2016 and further mtg in August 2016 to update on Scheme.
		Ph 1 works Budget of £330,000 was spent 15/16. £685,000 budget agreed for 16/17	MW	Phase 1 works competed and now in the process of defining the Phase II works given confirmation of Coucnil 16/17 budget. Phase II works design progresing. Meeting held with user group on 06/07/16. It has been agreed that Town Hall closes for 4 months for works from May 2017
DSD to Finalise these projects.	complete, Kilkeel equipment	All DSD monies available will be spend, with Council decision in regards to ongoing running costs of same.		All DSD monies spent, claimed and received by the Council . Council to consider annual maintenance and running costs.
Final Invoices coming in against the project sites as they are completed		Contingency £24,000 due to possible loss of grant funding due to works not being complete.	MW	Awaiting confirmation of funding total from EBR. Ongoing liaison between Council Officials and contractors during one year defect. AECOM planning final inspection for August. Final invoice to follow early Sept 16.
		Scheme budget £360K NITB funded £180k match funded by DDC	MW	Final account agreed and final grant installment received. Defects currently being addressed prior to offical building opening 22nd September 2016.
		Dispute resolution and final issues in the process of being resolved.	MW	Dispute resolution and final issues in the process of being resolved.
	Ph I External Works Contract and Lighting Scheme complete. Phase II being discussed by Estates and Senior ERT Officials in terms of what is to be progressed.  Officials working closely with DSD to Finalise these projects.  Final Invoices coming in against the project sites as they are completed  Snagging list provided to contractor. 12 month defect period due to expire in February 2017  Works are in Practical Completion 22 April. Defects and snagging list issued to	and has made good progress. The current timetable has projected completion in April 2017. Project Task and Finish Group to be established with recommendation for consideration at August Next Ph 1 works complete. Ongoing meetings regarding Phase II.  Ph I External Works Contract and Lighting Scheme complete. Phase II being discussed by Estates and Senior ERT Officials in terms of what is to be progressed.  Officials working closely with DSD to Finalise these projects.  Officials working closely with DSD to Finalise these projects.  Final Invoices coming in against the project sites as they are completed  Snagging list provided to contractor. 12 month defect period due to expire in February 2017  Works are in Practical Completion 22 April. Defects and snagging list issued to	and has made good progress. The current timetable has projected completion in April 2017. Project Task and Finish Group to be established with recommendation for consideration at August Next Ph 1 works Contract and Lighting Scheme complete. Phase II being discussed by Estates and Senior ERT Officials in terms of what is to be progressed.  Officials working closely with DSD to Finalise these projects.  Final Invoices coming in against the project sites as they are completed.  Snagging list provided to contractor. 12 month defect period due to expire in February 2017  Works are in Practical Completeds and snagging list issued to Scheme stablished with recommendation for consideration at August Next Ph 1 works complete. Ongoing match Council contributions to Scheme,	and has made good progress. The current timetable has projected completion in April 2017. Project Task and Finish Group to be established with recommendation for consideration at August Llext.  Ph I External Works Contract and Lighting Scheme complete. Phase II being discussed by Estates and Senior ERT Officials in terms of what is to be progressed.  Officials working closely with DSD to Finalise these projects. installed and being tested w/c 8/2/16  Final Invoices coming in against the project sites as they are completed.  Snagging list provided to contractor. 12 month defect period due to expire in February 2017  Works are in Practical Completion 22 April. Defects and Snagging list issued to December 2015  and has made good progress. The current timetable has projected completed. Since we will 50% match Council contributions to Scheme. \$\frac{\text{\$1,100,000} \text{ in \$16/17}  and point good to be budgeted for \$2017/18. NIW will 50% match Council contributions to Scheme, will 50% match Council contributions to Scheme.  Ph 1 works Budget of £330,000 was spent 15/16. £685,000 budget agreed for 16/17  MWW  All DSD monies available will be spend, with Council decision in regards to ongoing running costs of same.  All DSD monies available will be spend, with Council decision in regards to ongoing running costs of same.  Contingency £24,000 due to possible loss of grant funding due to works not being complete.  Scheme budget £360K NITB funded £180k match funded by DDC  Bipute resolution and final issues in the process of being resolved.  Dispute resolution and final issues in the process of being resolved.

STRATEGIC PLANNING & PERFORMANCE DIRECTORATE

Downshire Centre	Discussions have commenced	March 2016	To be provided when all information is	EC	Making good of defects certificate issued a
Downstille Certife	with the South Eastern Trust	IVIAICII 2016	available.	150	final retention paid. Outstanding issue
	re 2 items:		available.		regarding two possible claims from contractor
	Location of Social Enterprise				still to be finalised. Work to Stair Core 4 still
	café in the Downshire. We are			1	be resolved.
	currently awaiting a progress				0010001100.
	report from the Trust on this				
	proposal. They will request a				
	Capital Contribution from				
	Council.				
	2. Additional Office Space has				
	been requested from the Trust				
	to provide much needed office				
	accommodation. Currently				
	awaiting LPS valuation.				
	1000	0 10 0 1 0		5044	
Downpatrick Leisure Centre	Piling contractor on site.	Current Programme : Production	Current scheme design costed at £16m	EC/ML	Design team submitted non-material change
	Exploratory test hies	information & Tender period Sept -	including contamination, optism bias and		regarding levels to Planning. Remediation
	excavacated for services.	Oct 15. Report & approvals	Fees. E Curtis passed figures to R Dowey.		Strategy approved by NIEA. Piling work commenced on site and soil stabilisation. First
		November 15, proposed commence on site 18 January 2016.			invoice received by Council.
		on site to January 2016.			invoice received by Council.
Newcastle Leisure Centre	To be commenced November	To be advised.	Feasability Stage: Current scheme budget	EC/ML	Options appraisal to be completed by
The constitute discussed extraordiservice. Note that take You'll have a 2015/1920.	2016.	100 Juli 50 Ju	£7.5m. 17/18		Consultant and to be tabled at SPR
					Feb/March 2016.
Newry LC Phase II	Project Team has been	Completion date - end of June	£9.5m E Curtis passed figures to R Dowey.	EC/ML	On site from 18th January 2016. Now in week
Newly LC Fliase II		2017. Project to commence in early	29.5111 E Curtis passed figures to h Dowey.	EC/IVIL	31 of contract with good progress to date.
	Oct 2015	January 2016.			Erection of Structural Steel completed.
	Oct 2015	January 2016.			Concrete floors completed. Work in progress
					on brick walls. Murtagh's yard handed over
					and site entrance road now formed. Work on
					roof underway.
North Street Flat Site	Property will not now be	N/A	N/A	EC	DSD completing TOR to develop this site.
	transferred.	\$2550 h	(2000 N)		
	- Contract (Contract Contract				

St Mary's Site, Newcastle	Council has finalised revised valuation. Value is £625,000. Council have made official offer to Parish. Parish have written to Council requesting they confirm what usage they have for the site. Their information will be discussed with the Charity Commission to make the final decision.	December 2015	£625,000 plus stamp duty and legal fees	EC	Council offer rejected - option appraisal to completed on all suitable sites.
Victoria Lock Project	Contractors have been appointed and have commenced on:- 1. Dredging of entrance to Locks. 2. Refurbishment of Lock Entrance gate. Complaints have been received from Boat owners because Lock gates will be closed for 4 minutes.	Completion December 2015	£400,000	EC	Work completed by Easter 2016 and site handed back to Council. Snagging mainly complete. Details of costs for compensation events and final accounts are under discussion between contractor and consultant.
Albert Basin Site	Site clearance has been completed and site is being upgraded for Famine Commemoration event in Sept 2015. Second site access report being updated by DSD.	August 2015	Make provision for Consultancy Fees	EC	Consultants have been appointed to consider strategic sites and report to be tabled at SPR in near future.
Newry Civic Centre	Terms of Reference for site identification proposal currently being developed and finalised.	March 2016 for site identification.	Make provision for Consultancy Fees	EC	Consultants appointed and site identification commenced.

A Murray 08/09/2016 5

Newry Greenway Project	Project Plans completed and consultation commenced September 2015. Planning approval expected November 2015 with Tender Process commencing December 2015.	Completion late Spring 2016	Budget has been finalised with grant aid from Landfill Tax, NIEA & Council. Council monies spent 15/16. Grant Aid spend 16/17.	EC	Phase 1 of Greenway - (Newry to spillway of Middlebank) - Tender accepted within budger and contractor appointed. Work due to start on 5th September 2016 with 6 month contract. Start delayed until archaeologist received license from NIEA.
Castlewellan Community Centre Refurbishment and Extension	Survey of dry rot in existing building carried out and quotation process to obtain prices for remediation of works required	Works due to be completed June 2018. Extension to LoO required to reflect this completion date.	SIF Funded. LoO for £527,951 incuding NMDDC management costs. Dry rot budget set by revenue at £25,000.00	EC	Works to remove dry rot infected timbers and associated works practically complete. Awaiting letter of commencement from Executive Office to proceed with procurement of IDT. PQQ documented ready for issuing.
Review of CCTV Services	Consultant draft report provided for consideration	Works due to complete March 2017 for Phase 1	Consultants fees to be confirmed.	EC	Draft report to be presented to SP&R in September
Disposal of lands at 24 Strangford Road, Downpatrick	Planning application lodged on behalf of NMDDC for new front entrance.	Works to be complete March 2017	Nil cost to NMDDC. Cost to be absorbed by Education Authority.	EC	Meeting with Councillors took place and report to be submitted to Committee for consideration.
Demolition of former Newry Swimming Pool	Tenders sought. Closed on 20 May 2016	Tender Refurb issued on 30 June 2016	Standstill period ended 26 July 2016	EC	Order issued to contractor on 26 July 2016. Work commenced 22nd August 2016 with a 12 week contract period.

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	15 September 2016
Subject:	Newry Leisure Centre – Phase 2 – Additional Costs for Office Accommodation
Reporting Officer (Including Job Title):	Eddy Curtis, Director of Strategic Planning and Performance
Contact Officer (Including Job Title):	Eamon McManus, Capital Projects

<b>Decisions</b>				
	re asked to note the contents of the report and to approve the additional cost of providing mmodation within Phase 2 of Newry Leisure Centre – estimated at £70,000 approximately.			
1.0	Purpose and Background:			
1.1	The purpose of the report is to inform Members of the additional cost to the Council to provide office accommodation for Leisure Services and Sports Department staff within Phase 2 of Newry Leisure Centre			
	The Council at the SPR Committee on 13 August 2015 agreed to provide a Club Pavilion for St John Bosco GAC within the Phase 2 Contract for Newry Leisure Centre. It was also agreed that provision would be made for additional office space on the ground floor of the extension for use by the Council with detailed design and layout of the offices to be agreed during the course of the Contract.			
2.0	Key issues:			
2.1	There is a need for additional offices to be provided within Newry Leisure Centre if all relevant Leisure and Sports Department staff are to be accommodated centrally within the new facility.			
	New offices can be provided within the facility as part of the Phase 2 Contract at an additional cost of £70,000.			
3.0	Recommendations:			
3.1	Provide office accommodation within Phase 2 of Newry Leisure Centre for Leisure and Sports Department staff at an estimated additional cost of £70,000.			
4.0	Resource implications			
4.1	Additional costs of £70,000 approximately to the current Phase 2 Contract.			
5.0	Equality and good relations implications:			
5.1	None			
6.0	Appendices:			
6.1	None.			