

July 18th, 2022

Notice Of Meeting

You are requested to attend the Audit Committee Meeting to be held on **Tuesday, 19th July 2022** at **2:00 pm** in **Mourne Room Downshire Civic Centre Downpatrick** and via **Microsoft Teams**.

Committee Membership (2022 - 2023)

Ms B Slevin Independent Chairperson

Councillor P Byrne

Councillor C Casey

Councillor L Devlin

Councillor C Enright

Councillor M Gibbons

Councillor O Hanlon

Councillor A Lewis

Councillor D McAteer

Councillor D Murphy

Councillor Kathryn Owen

Agenda

1.0 Apologies and Chairperson's remarks.

Apology

Cllr J Trainor

Cllr K Owen

2.0 Declarations of Interest.

3.0 Action Sheet: Audit Committee Meeting - 28 April 2022. (Attached)

 *3. Action Sheet - Audit Cmte 28 April 2022.pdf*

Page 1

4.0 Audit Committee Annual Report. (Attached)

 *Rpt re B Slevin Annual Report 2021-22.pdf*

Page 7

 *Chairpersons Annual Report 2021-22.pdf*

Page 10

5.0 Members' Register of Interest. (Attached)

 *Register of Interests Report.pdf*

Page 19

Corporate Services - (OPEN SESSION)


6.0 Corporate Risk Register, including Neighbourhood Services Risk Register. (Attached) (Appendix 2 to follow)

 *6. Corporate Risk Register July 2022.pdf*

Page 21

 *6. Appendix 1 - CRR Overview - July 2022.xlsx*

Page 24

 *6. Appendix 2 - CRR July 2022.pdf*

Page 27

 *6. Appendix 3 - Neighbourhood Services Risk Register - July 2022.pdf*

Page 49

7.0 Prompt Payments. (Attached)


 *7. Prompt Payments Report Q4.pdf*

Page 60

8.0 NMDDC Assurance Statement and Code of Governance.

(Attached)


 **8 - Assurance Framework and Annual Governance Statement.pdf** **Page 63**

 **8 - Appendix 1 - Assurance Framework and Code of Governance 2021-22.pdf** **Page 66**

Corporate Services (CLOSED SESSION)

9.0 Presentation on the unaudited financial statements. (Attached)

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

 **9. Year end statements 31 March 2022.pdf** **Not included**

 **9 - Appendix 1 - Statement of Accounts 2021-22 - NMDDC for Audit.pdf** **Not included**

10.0 Update re Audit Recommendations. (Attached)

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

 **10 - Update on Audit Recommendations July 2022.pdf** **Not included**

 **10 - Appendix 1-6 - Internal Audit Follow Up Tracker July 2022.xlsx** **Not included**

11.0 Direct Awards Contracts. (Attached)

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

 **11 - STA Cover Report Q1 2022-23.pdf** **Not included**

 **11 - Appendix 1 - STA-DAC Q1 (002).xlsx** **Not included**

12.0 Update re: Fraud and Whistleblowing. (Attached)

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

 **12 - Fraud and Raising Concerns update.pdf**

Not included

 **12 - Appendix 1 - Fraud and Raising Concerns Register.pdf**

Not included

Internal Audit (CLOSED SESSION)

13.0 ASM Summary Report. (Attached)


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

 **13 NMDDC Summary report July 2022 to Audit Committee.pdf**

Not included

14.0 Internal Audit Strategy and Annual Plan. (Attached)

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

 **14 202223 NMDDC IA Plan - proposed change July 2022.pdf**

Not included

Performance (OPEN SESSION)

15.0 2022/23 Performance Improvement Plan - published 30 June 2022. (Attached)

 **15 - AC Cover Report PIP 2022-23.pdf**

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 **15 - Appendix 1 Performance Improvement Plan 2022-23.pdf**

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 **15 - Appendix 2 Consultation and Engagement Report 2022-23.pdf**

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 **15 - Appendix 3 Objective Delivery Plans 2022-23.pdf**

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Invitees

Cllr Terry Andrews

Mr Patrick Barr

Ms Karen Beattie

Ms Kate Bingham

Cllr Jim Brennan

Cllr Robert Burgess

Cllr Pete Byrne

Mr Gerard Byrne

Mrs Dorinnia Carville

Cllr Charlie Casey

Mr Andrew Cassells

Cllr William Clarke

Mrs Linda Cummins

Cllr Dermot Curran

Cllr Laura Devlin

Ms Louise Dillon

Cllr Cadogan Enright

Cllr Aoife Finnegan

Cllr Hugh Gallagher

Cllr Mark Gibbons

Christine Hagan

Cllr Oonagh Hanlon

Cllr Glyn Hanna

Cllr Valerie Harte

Cllr Roisin Howell

Mrs Sheila Kieran

Cllr Mickey Larkin

Cllr David Lee-Surginor

Cllr Alan Lewis

Mr Michael Lipsett

Cllr Oonagh Magennis

Mr Conor Mallon

Cllr Gavin Malone

Mr Johnny Mc Bride

Colette McAteer

Cllr Declan McAteer

Cllr Leeanne McEvoy

Cllr Harold McKee

Patricia McKeever

Cllr Karen McKevitt

Cllr Andrew McMurray

Cllr Roisin Mulgrew

Cllr Declan Murphy
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Cllr Barra Ó Muirí
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Cllr Gerry O'Hare
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Cllr Kathryn Owen
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Cllr Henry Reilly
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Cllr Michael Rice
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Cllr Michael Ruane
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Cllr Michael Savage
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Cllr Gareth Sharvin
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Ms Brona Slevin
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Donna Starkey
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Cllr Gary Stokes
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Sarah Taggart
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Cllr David Taylor
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Cllr Jarlath Tinnelly
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Cllr John Trainor
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Cllr William Walker
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Mrs Marie Ward
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ACTION SHEET
AUDIT COMMITTEE MEETING
TUESDAY 28 APRIL 2022

Actions: arising from Audit Committee Meeting – 28 April 2022)

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
AC/027/2022	DATE/START TIMES – AUDIT COMMITTEE MEETINGS 2022/23	<p>To note the following dates and start times, in respect of Audit Committee Meetings from July 2022 to April 2023, which will be tabled for formal approval via the Council's Annual Meeting to held on Monday 06 June 2022</p> <p>Tuesday 19 July 2022 - 2pm Thursday 22 Sept 2022 – 2pm Wed 11 Jan 2023 - 2pm Tuesday 25 April 2023 - 2pm</p>	Gerard Byrne	Agreed	Y

AC/028/2022	AUDIT COMMITTEE : - TERMS OF REFERENCE - TIMETABLE	1. To approve the Terms of Reference for the Audit Committee, as approved by Council on 4 March 2019. 2. To note the Audit Committee Timetable 2022-2023.	Gerard Byrne Gerard Byrne	Approved Agreed	Y Y
AC/029/2022	AUDIT COMMITTEE SELF ASSESSMENT 2020/21	To approve Report from Ms B Slevin Independent Chairperson of Audit Committee, and note the Audit Committee Self-Assessment 2021/2022.	Brona Slevin	Approved	Y
AC/030/2022	ANNUAL ASSESSMENT CHAIRPERSONS' PERFORMANCE FOR : - AUDIT COMMITTEE 2021-2022	To note the Annual Assessment of the Chairperson's Performance in respect of the Audit Committee for 2021/22.	Dorinnia Carville	Agreed	Y
AC/031/2022	CORPORATE RISK REGISTER	(a) To approve the updates to the Corporate Risk Register highlighted within the summary at Appendix 1. (Full Corporate Risk Register	Dorinnia Carville	CRR Approved	Y

		can be evidenced at Appendix 2) (b) To note the revised AHC Directorate Risk Register at Appendix 3.	Dorinnia Carville	AHC Risk Register noted	Y
AC/032/2022	PROMPT PAYMENT STATISTICS	To note the Quarter 3 2021-22 Prompt Payment statistics.	Gerard Byrne	Agreed	Y
AC/033/2022	(EXEMPT) UPDATE RE: AUDIT RECOMMENDATIONS	To note the update in relation to legacy audit recommendations.	Gerard Byrne	Agreed	Y
AC/034/2022	(EXEMPT) BI ANNUAL PROCUREMENT ACTION PLANS	To note the update in relation to the Procurement Action Plans for each Directorate.	Gerard Byrne	Agreed	Y
AC/035/2022	(EXEMPT) DIRECT AWARDS CONTRACTS	To note the Quarter 4 Update in relation to Single Tender Actions.	Gerard Byrne	Agreed	Y
AC/036/2022	(EXEMPT) FRAUD & RAISING CONCERNS	a) To note the update in relation to Fraud and Raising Concerns cases which have been detailed at Appendix 1.	Gerard Byrne	Agreed	Y
		b) To note the Action Plan detailed at Section 2.3, based	Gerard Byrne	Agreed	Y

		on the NIAO Internal Fraud Self-Assessment.			
AC/037/2022	(EXEMPT) INTERNAL AUDIT SERVICES CONTRACT EXTENSTION 2022 – 23	The final one year extension period should be utilised so work can commence on the final year of the four year Internal Audit Plan and the extension approved to the ASM contract.	Gerard Byrne	Approved	Y
AC/038/2022	(EXEMPT) REPORT RE MUSEUMS	To note the request from the Elected Member and that the Strategic Review will take place as soon as possible.	Dorinnia Carville	Agreed	Y
AC/039/2022	(EXEMPT) NEWRY CITY CENTRE REGENERATION PROGRAMME (NCCR) GOVERNANCE REVIEW	To note the progress to date in relation to the recommendations raised by ASM.	Conor Mallon	Agreed	Y
AC/040/2022	(EXEMPT) AUDIT OPERATORS LICENCE	To note the contents of Report dated 28 April 2022 from Mr J McBride Director Neighbourhood Services (Acting) regarding a (Fleet) Operator's Licence Compliance Audit.	Johnny McBride	Agreed	Y

AC/041/2022	(EXEMPT) ASM INTERNAL AUDIT SUMMARY REPORT	To note the ASM Internal Audit Summary Report.	Christine Hagan	Agreed	Y
AC/042/2022	(EXEMPT) ASM INTERNAL AUDIT ANNUAL ASSURANCE REPORT 2021-22	To note the Internal Audit Annual Assurance Report 2021-22	Christine Hagan	Agreed	Y
AC/043/2022	(EXEMPT) ASM INTERNAL AUDIT AUDIT FIELDWORK RE ACCOUNTS RECEIVABLE	To note the ASM Internal Audit Fieldwork Report regarding Accounts Receivable.	Christine Hagan	Agreed	Y
AC/044/2022	(EXEMPT) ASM INTERNAL AUDIT AUDIT FIELDWORK RE FOLLOW UP REVIEW OF RECOMMENDATIONS 2020-21	To note the ASM Internal Audit Fieldwork Report regarding follow review of recommendations 2020-21.	Christine Hagan	Agreed	Y
AC/045/2022	(EXEMPT) ASM INTERNAL AUDIT AUDIT FIELDWORK RE SINGLE TENDER ACTIONS	To note the ASM Internal Audit Fieldwork Report regarding Single Tender Actions.	Christine Hagan	Agreed	Y

AC/046/2022	(EXEMPT) ASM INTERNAL AUDIT STRATEGY & ACTION PLAN	To approve the Internal Audit Strategy and Action Plan 2022-23.	Christine Hagan	Approved	Y
AC/047/2022	(EXEMPT) NIAO EXTERNAL AUDIT STRATEGY	To note the External Audit Strategy.	Karen Beattie	Agreed	Y
AC/048/2022	(EXEMPT) NIAO PERFORMANCE AUDIT & ASSESSMENT	To note the NIAO Performance Audit and Assessment.	Karen Beattie	Agreed	Y
AC/049/2022	PERFORMANCE IMPROVEMENT OBJECTIVES 2022-23	<ol style="list-style-type: none"> 1. The five draft Performance Improvement Objectives 2022-23, as outlined in Appendix 1. 2. The proposed approach and timetable for publishing the Performance Improvement Plan 2022-23, as outlined in Appendix 2, including approval to commence the consultation and engagement process on 21 March 2022. 	Gerard Byrne	Agreed	Y

Report to:	Audit Committee
Date of Meeting:	Tuesday 19 July 2022
Subject:	Audit Committee Annual Report 2021-22
Reporting Officer (Including Job Title):	Brona Slevin Independent Chair of Audit Committee
Contact Officer (Including Job Title):	Brona Slevin Independent Chair of Audit Committee

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

For decision **✓** **For noting only**

Members are asked to consider and approve the contents of this report prior to Reporting to Council.

1.0	Purpose and Background The Annual Report summarises the key activities and highlights any key issues arising throughout the year. This Report will inform the Governance Statement contained within the Council's Annual Accounts.
2	Key Issues The Annual Report of the Newry Mourne and Down Audit Committee for 2021-22 is attached.
3.0	Recommendations Members are asked to consider and approve the Annual Report of the Audit Committee 2021-22. The approved Annual Report of the Audit Committee 2021-22 to be reported to Council.
4.0	Resource implications None.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i>

	It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>
6.0	<p>Due regard to Rural Needs (please tick all that apply)</p>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	<p>Appendices</p>
	<p>Appendix 1 – Audit Committee Annual Report for 2020-21</p>
8.0	<p>Background Documents</p>

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Newry, Mourne and Down District Council
Audit Committee
Annual Report for 2021/2022

1. Overview

1.1 This Annual Report provides an overview of the Audit Committee activities for the Financial Year 2021/22 and demonstrates how the Committee has met its key responsibilities.

1.2 The Audit Committee met on five occasions during the year; on 05 July 2021, 13 September 2021 (Special Audit Committee), 23 September 2021, 11 January 2022 and 28 April 2022. A programme of work had been agreed by the Audit Committee and was allocated over a schedule of four meetings during the year. The Special Audit Committee took place to deal with the specific matter of the Governance Review the Newry City Centre Regeneration Programme.

1.3 The role of the Audit Committee is to support the Chief Executive (Accounting Officer) and Council by reviewing the comprehensiveness and reliability of assurances on governance, risk management, the control environment and the integrity of the financial statements.

2. Attendance

2.1 Members' attendance at committee meetings were as follows:

ATTENDANCE NARRATIVE – AUDIT COMMITTEE MEETINGS (July 2021 – April 2022)						
COUNCILLOR NAME	AUDIT COMMITTEE 05 July 2021	SPECIAL AUDIT COMMITTEE 13 September 2021	AUDIT COMMITTEE 23 September 2021	AUDIT COMMITTEE 11 January 2022	AUDIT COMMITTEE 28 April 2022	Total Meetings Attended
Indp Chair Ms B Slevin	√	√	√	√	√	5/5
Clr P Byrne	√	√	√	√	√	5/5
Clr C Casey		√	√	√	√	4/5
Clr L Devlin		√				1/5
Clr C Enright						0/5
Clr M Gibbons	√					1/5
Clr O Hanlon	√	√	√	√	√	5/5
Clr A Lewis	√	√	√	√	√	5/5
Clr K Owen						0/5
Clr McAteer	√	√	√	√	√	5/5
Clr D Murphy	√	√	√	√	√	5/5

2.2 Ms Brona Slevin was appointed as an Independent Member of the Audit Committee in March 2019 and in accordance with the Committee’s terms of reference took up the role of Chairperson in July 2019 after the previous Chairperson Mr Joe Campbell, stepped down.

2.3 The Audit Committee meetings requires the attendance of the Chief Executive, the Director of Corporate Services and the Internal Auditors. The Audit Services Manager, Assistant Director of Finance and NIAO representatives also usually attend and the Senior Management Team and other Senior Officers attend by invitation.

3. Performance Evaluation

3.1 In accordance with best practice, the Audit Committee self-assessed its performance against the National Audit Office Checklist for Audit Committees during the year which found it to be performing at a high level. The results were presented to the meeting on 28 April 2022. The Committee agreed the following actions/recommendations to build further effectiveness:

Principle 2: Skills

- (a) political parties to be asked to give consideration to appointing Elected Members for a term greater than one year where possible which will enable knowledge and skills to be built up in this area. Generally there is little change in the Audit Committee make up which shows the Council is committed to keeping the experience and knowledge of Members on the Audit Committee.
- (b) training for all Members on the Audit Committee to be progressed.

Principle 3 and 4: The role and scope of the Committee

- (c) the Audit Committee's Terms of Reference is approved by the Audit Committee annually. This was completed in April 2021 and April 2022.

Principle 5: Communication and Reporting

- (d) Officers to strive to ensure internal audit reports are completed and reported on a timely basis to the Audit Committee.
- (e) Officers to strive to ensure that all papers are provided on a timely basis to Democratic Services so that papers are issued in compliance with Standing Orders so that Members have sufficient time to review them.

Members can take reassurance from the number of good practice questions that have been answered 'yes' demonstrating that the Audit Committee is following best practice and operating effectively.

3.2 An appraisal of the Chairperson performance was also completed by the Chief Executive and Councillor Byrne and was deemed satisfactory.

4. Terms of Reference

4.1 A review of the Audit Committee's Terms of Reference was undertaken and approved by Council on 5 March 2019 as part of the review of the terms of references of all Committees of Council. The Audit Committee noted the approved Terms of Reference at its meeting on 15 April 2019. The Audit Committee's Terms of Reference was again approved at the Audit Committee Meeting in July 2020, in April 2021 and in April 2022.

5. 2020/21 Financial Statements and External Audit

5.1 The Council's Audited Financial Statements for 2020/21 including the Annual Governance Statement were reviewed by the Audit Committee on 23 September 2021. The Committee also reviewed the draft Report to Those Charged With Governance.

5.2 The Audit Committee was pleased to note that the Northern Ireland Audit Office (NIAO) had certified the financial Statements with an unqualified audit Opinion and the Audit Committee approved the Accounts for signing.

5.3 The Audit Committee noted the contents of the final Report To Those Charged With Governance with management responses and the Annual Audit Letter at its meeting on 11 January 2022.

6. Risk Management

6.1 The Committee welcomed the continued good progress made by Officers on Risk Management and the structure put in place to ensure ownership and management of risk at all levels of the organisation.

6.2 The Council has a Corporate Risk Register which identifies the key corporate level risks faced, and to be managed. Each corporate risk is linked to specific priorities set out by the Council in its Corporate Plan. The Corporate Risk Register and mitigating actions are scrutinised at each Audit Committee meeting. Risk management is also a standing agenda item at monthly meetings of the SMT.

6.3 There were 10 corporate risks on the Corporate Risk Register at April 2022 and the corporate risks with the highest residual scores (shown in brackets) were as follows:

CR. 01 Failure to develop and deliver the capital investment programme for the District (16)

CR.02 Non-compliance with legislative requirements, including procurement (20)

CR. 03 Failure to effectively manage waste (20)

CR. 04 Failure to provide timely planning decisions (16)

CR.05 Failure to adequately plan for the future and deliver efficiencies and improvement (16)

CR. 07 Failure to implement an economic development programme to regenerate the District and attract inward investment due to financial uncertainties caused by the current economic and political climate, including the NI Protocol (16)

CR. 10 Failure to effectively plan for and manage a cyber security attack (20)

7. Internal Audit

7.1 ASM Limited were reappointed on 01 April 2019 as Internal Auditors with the final one year extension period approved in April 2022 to cover the year 2022/23.

7.2 From the Internal Audit Plan 2021/22, 7 Internal Audit Reports were reported to the Audit Committee during the year, 4 of which received a satisfactory assurance rating. Three service areas, Estates Management, Assets Management and the follow up review of the implementation of the IT Strategy, all of which received a limited assurance rating.

7.3 All of the Internal Audit assurance work as detailed in the final Internal Audit Plan 2021/22, as approved by the Audit Committee, was completed.

7.4 The 2021/22 Internal Audit Plan, at the request of the Audit and Risk Committee, was modified to include a follow up review of the recommendations arising from the investigation into the Council's use of Single Tender Actions (STA). The ASM review identified that out of the 21 accepted recommendations, 8 recommendations were fully implemented, 5 recommendations were partially implemented, 7 recommendations were not implemented and ASM were unable to test the status of implementation for 1 recommendation. A final copy of the report was issued on 26 April 2022.

7.5 In addition, during the 2021/22 year, the Chief Executive commissioned ASM to conduct a governance review within Newry, Mourne and Down District Council in respect of the Newry City Centre Regeneration Programme. The final report on this matter was issued on 10 September 2021.

7.6 ASM, the Council's Internal Auditors, raised a significant issue in their Annual Report dated 25 April 2022. ASM stated that the Public Sector Internal Audit Standards ("PSIAS") requires that they bring to the Council's attention those significant control issues which may be relevant to the preparation of the Governance Statement for the year ended 31 March 2022. On this basis, they highlighted the limited assurance provided in the reviews of Asset Management, Estates Management and the follow up review of the implementation of the IT Strategy as well as those findings set out in the governance review in respect of the Newry City Centre Regeneration Programme.

Internal Audit Annual Assurance Opinion

7.7 The Committee reviewed the Annual Internal Audit Assurance Report for 2021/22 at its meeting on 28 April 2022 and noted the Auditor's overall opinion that notwithstanding the significant issues identified above, the Council's systems in relation to internal control, risk management and governance were, in general, adequate and operated effectively and they were able to provide satisfactory assurance in relation to the effective and efficient achievement of the Council's objectives.

7.8 The Audit Committee welcomed the overall opinion of Satisfactory Assurance and commended Officers for their good work. The Committee also requested regular progress updates on the actions taken to address the significant issues referred to the Internal Audit Annual Assurance Report.

Follow up Review of Internal Audit Recommendations

7.9 The Committee also reviewed on 28 April 2022 a follow up report from Internal Audit on the Implementation of Prior Year Internal Audit Recommendations for 2020/21. The review identified that, out of the 54 accepted recommendations, 30 recommendations were fully

implemented, 10 recommendations were partially implemented, 12 recommendations were not implemented, 2 recommendations were no longer accepted.

7.10 The Audit Services Manager/Assistant Director of Finance (Acting) also reported during the year the progress on the implementation of the Internal Audit Recommendations in the years prior to 2020/21. This included an update on the risk facing the Council when these recommendations were not implemented on a timely basis which enabled the Audit Committee to have a fuller understanding of the implications of these recommendations not being in place.

7.11 The Audit Committee is committed to ensuring the prior year Internal Audit recommendations are completed and reported to the Audit Committee at each meeting.

Tender for Internal Audit Services

7.12 Newry Mourne and Down District Council procured the services of ASM again as its Internal Audit Services provider from 01 April 2019. The contract was for two years with the options of two one-year extensions. The Audit Committee agreed to the second one year extension period which will be utilised to work on the fourth year of the four year Internal Audit Plan, ie, 2022/23.

Approval of Internal Audit Plan 2022/23 and Internal Audit Strategy

7.13 The Annual Internal Audit Plan for 2022/23 was brought to the Audit Committee Meeting in April 2022 and approved.

7.14 This Internal Audit Plan will be kept under review throughout the year and will be considered against any emerging risks identified as part of the Council's wider risk management processes. Any future proposed changes will be brought to the Audit Committee for consideration.

8. External Audit Strategy

8.1 The NIAO presented their Annual Audit Strategy for the Year Ending 31 March 2022 to the Audit Committee on 28 April 2022.

8.2 The Audit certification deadline for certifying local government bodies' accounts is 30 September 2022 and to ensure compliance a meeting has been scheduled for 22 September 2022 to review and approve the audited accounts so they can be signed by the deadline.

9. Performance Improvement Arrangements

9.1 Every year the LGA is required to report on whether each Council has discharged its duties in relation to improvement planning, the publication of improvement information

and the extent to which each Council has acted in accordance with the Department's Guidance.

9.2 However, in response to the impact of the COVID-19 pandemic, the legislation was amended and Councils were not required to produce Performance Improvement Plans for 2020/21. As a result, there was no requirement to report progress in implementing the self imposed performance improvement objectives in the 2020/21 self assessment report. However, Councils were required to report progress in relation to the general duty of improvement and performance against the statutory indicators and standards for economic development, waste management and planning in the 2020/21 self assessment report.

9.3 The LGA proposed an unqualified audit and assessment opinion, with no statutory recommendations being made. An Audit and Assessment certificate of compliance has been received.

9.4 The LGA has certified that the Council has discharged its duties in connection with improvement planning and the publication of improvement information in accordance with section 92 of the Act and has acted in accordance with the Department for Communities guidance sufficiently.

9.5 In light of the impact of COVID 19 on Council services, the LGA has been unable to assess whether the Council has discharged its duties under Part 12 of the Act and has acted in accordance with the DFC's guidance sufficiently during 2021/22.

9.6 The LGA has put forward the 2 following 'proposals for improvement' to assist the Council in meeting its performance improvement responsibilities in future years.

- a) The Council should prioritise the development of an Outline Business Case to support the procurement of an electronic management system
- b) The Council should consider using Internal Audit to provide assurance on the implementation of the performance management framework and specifically in relation to data collation processes and data accuracy.

Progress in relation to the implementation of both 'proposals for improvement' is currently underway.

9.7 Strengthening existing performance management arrangements and embedding a culture of performance and improvement has gained momentum within Newry Mourne and Down District Council. It is vital that performance is used as a key driver to identify improvements and facilitate the delivery of effective, efficient and value for money services in the current and post COVID-19 environments.

10. Acknowledgments

10.1 As Chair of the Audit Committee, I wish to extend my thanks to the Members for their support during the year and to the political parties for ensuring continuity of membership

on the Committee from year to year. On behalf of the Audit Committee I wish also to thank officers, the Internal and External Auditors for their hard work during very difficult times, also their open engagement with the Committee, thereby allowing it to meet its responsibilities.

Brona Slevin
Independent Chairperson
19 July 2022

Report to:	Audit Committee
Date of Meeting:	19 July 2022
Subject:	Register of Interests
Reporting Officer (Including Job Title):	Dorinnia Carville, Deputy Chief Executive
Contact Officer (Including Job Title):	Sarah Taggart, Democratic Services Manager (Acting)

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

For decision	<input type="checkbox"/>	For noting only	<input checked="" type="checkbox"/>
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1.0	Purpose and Background
1.1	<p>For Elected Members it is likely that from time to time private matters will impinge on public duties. In such circumstances, Members should be aware that it is not appropriate to use public position or resources to deal with private matters or to pursue private interests.</p> <p>The Council has established a Register of Interests and by recording interests openly, any actual or potential conflicts of interest can be identified more easily.</p>
2.0	Key issues
2.1	Councillors have a responsibility to regularly review their circumstances and determine if any change has occurred which should rightly result in a change to their declaration or facilitate the need for a new declaration. If this is the case, they should contact Democratic Services to have their form updated.
2.2	At the Audit Committee meeting in January 2021, it was agreed that Members should regularly review their Register of Interest Forms and that a six-monthly report be brought forward to the Audit Committee to ensure compliance.
2.3	An email was sent to Members on 23 June 2022 asking them to review and, if required, update their Register of Interest forms via Democratic Services.
2.4	As of 7 July 2022, 10 Members have replied, 1 stating there has been no change to their form and 9 advising of amendments. The 2 newly co-opted Councillors have also submitted their forms.
3.0	Recommendations
3.1	That Members: <ul style="list-style-type: none"> a. Note the six-month review report.
4.0	Resource implications
4.1	None identified
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i>

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

Report to:	Audit Committee
Date of Meeting:	19 July 2022
Subject:	Corporate Risk Register
Reporting Officer (Including Job Title):	Dorinnia Carville – Director of Corporate Services / Interim Chief Executive
Contact Officer (Including Job Title):	Gerard Byrne – Assistant Director of Finance & Performance

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

For decision	X	For noting only	
1.0			Purpose and Background
1.1			The Corporate Risk Register was reviewed and updated by SMT on 14 June 2022. Quarter 4 Assurance Statements for 2021-22 have been used to inform and update the content of the Corporate Risk Register. Where relevant, Officers have also provided updates in relation to specific controls and action plans.
2.0			Key issues
2.1			<p>Corporate Risk Register</p> <p>The Council has identified 10 corporate risks, 6 of which are red and 4 of which are Amber risks. Appendix 1 provides an overview of each risk, risk owner(s), gross and residual risk scores, as well as a summary of changes and updates which have been made to the Corporate Risk Register since April 2022.</p> <p>Several actions have been updated to ensure the Corporate Risk Register is a live document and can be used as a Management tool for decision making. The Residual score of 3 Corporate Risks have also increased since April 2022 – all of the detail can be found within Appendix 1.</p> <p>The updated Corporate Risk Register is attached at Appendix 2.</p>
2.2			<p>Other Risk factors which were considered</p> <p>No further risk factors considered for this quarters update. The rising cost of living/inflationary pressures has now been included within an amended CR09.</p>
2.2			<p>Directorate Risk Register – Active and Healthy Communities (AHC)</p> <p>The Risk Reporting section of the Risk Strategy states that Directorate Risk Registers will be presented to the Audit Committee on a rotational basis. The Risk Register for the NS Directorate is attached at Appendix 3. The NS Risk Register was reviewed and updated at a number of meetings over the past two months and approved by the Director on the 27 June 2022.</p>
2.3			Within the NS Risk Register, six risks have been identified, five of which are amber. These risks cover a range of service areas and functions.

	<p>A number of amendments have been made to the NS Risk Register to ensure it is aligned to the revised Risk Strategy. The key revisions include:</p> <ol style="list-style-type: none"> 1. Risk categories have been updated to reflect best practice. However, this is not yet reflected on the template due to a formatting issue and the supplier is currently providing a solution. 2. The risk appetite for each risk has been updated. 3. Controls reflect the 'three lines of defence' model reflected within the strategy. 4. Directorate objectives, as outlined in the NS Business Plan 2021-22, have been included and each risk is aligned to at least one objective. 5. All action plans have been updated. <p>The NS Risk Register will be updated on a regular basis and considered by the Audit Committee annually.</p>
3.0	Recommendations
3.1	<p>To approve the updates to the Corporate Risk Register highlighted within the summary at Appendix 1. Full Corporate Risk Register can be evidenced at Appendix 2.</p> <p>To note the revised NS Directorate Risk Register at Appendix 3.</p>
4.0	Resource implications
4.1	There are no resource implications.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>

5.3	<p>Proposal initiating consultation</p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i> Consultation not required.</p>
6.0	<p>Due regard to Rural Needs (please tick all that apply)</p>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	<p>Appendices</p> <p>Appendix 1: Summary Sheet – Corporate Risk Register Appendix 2: Corporate Risk Register – July 2022 Appendix 3: Neighbourhood Services Directorate Risk Register – July 2022</p>
8.0	<p>Background Documents</p> <p>None</p>

NMDDC Corporate Risk Register Cover Sheet - July 2022

Risk	Description	Risk Owner(s)	Gross Risk Score	Apr-22	Jul-22	Comments
				Revised Residual Risk Score	Revised Residual Risk Score	
CR01	Failure to develop and deliver the capital investment programme for the District	Dorinnia Carville Michael Lipsett Conor Mallon	25	16	20	Risk score raised - the market for contractor/suppliers is getting tougher, there is an over reliance on a small number of suppliers in NI. Utilities price increase and inflationary pressures are driving costs up significantly.
CR02	Non-compliance with legislative requirements, including procurement	Dorinnia Carville Michael Lipsett Johnny	25	20	20	Risk score remains unchanged. Actions updated and new action in relation to promoting Council's E-Learning system to encourage participation.
CR03	Failure to effectively manage waste	Johnny McBride	25	20	20	Residual risk remains unchanged - actions now updated.
CR04	Failure to provide robust and timely planning decisions	Conor Mallon	25	16	16	Risk score remained the same, New action in relation to PAC planning report - All actions and statistics now updated. New planning IT system to be operational in July 2022.
CR05	Failure to adequately plan for the future and deliver efficiencies and improvement	Marie Ward Dorinnia Carville	20	16	16	Residual rating remains the same - new action to include progress on the Regional Approach in relation to the Talent Management Strategy, NMDDC apprenticeship scheme and the Agile working policy which was approved in July 2022.
CR06	Failure to adequately react to a major incident which would minimise any negative consequences/impact	Dorinnia Carville	25	12	12	Actions now updated and score remains unchanged.
CR07	Failure to implement an economic development programme to regenerate the district and attract inward investment due to financial uncertainties caused by the current economic and political climate, including the NI Protocol	Marie Ward Conor Mallon	20	16	20	Risk Score has been increased due to inflationary pressures and political uncertainty. All actions now updated - the signing of the City Deal in December 2021 being a key milestone along with the completion of the FFNI project.
CR08	Failure to adequately manage sickness absence resulting in delays and an inability to deliver Council services.	Senior Management Team	25	15	15	Risk score is unchanged - however sickness absence has been included within Council's Annual Governance Statement for the 2021/22 year. New control added - RTW interviews now being monitored through the CMT group due to the number outstanding.
CR09	Risk that Council does not adequately react to the Economic Shocks facing the district, therefore failing in its objectives to regenerate and build a prosperous district due to the inability of Council to be financially sustainable in the long term	Senior Management Team	25	12	20	Risk now amended, no longer directly related to Covid19 - Instead the risk refers to the two current Economic Shocks which Councils faces - Covid19 and Risking cost of living/inflationary pressures. Score has increased due to the current pressures. Actions now updated, new actions in relation to rising utility costs and management accounts.
CR10	Failure to effectively plan for and manage a cyber security attack.	Dorinnia Carville	25	20	20	Residual risk remain unchanged - new actions included in relation to the a lesson learned report after the recent cyber incident within Council.

Risk Matrix

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

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

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



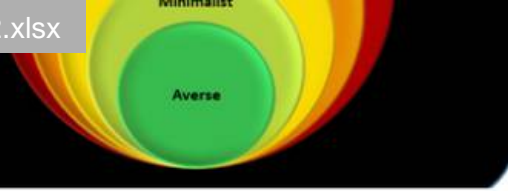
NMDDC Risk Appetite Statement

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

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



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



1. Corporate Risk Register NMDDC

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

Consequence	5					G
	4					R
	3			T		
	2					
	1					
		1	2	3	4	5
		Probability				

Risk Categories Buildings / Engineering / Environment
Business operational/reputational

Risk Description Failure to adequately resource the capital programme
Failure to effectively manage capital contracts
Capital programme does not sufficiently deliver on the Corporate Objectives

Potential Root Cause Lack of availability of construction materials and increases in the cost of materials due to - COVID19 / global demand / administration at UK ports and container shortages
Contractors on key projects fail to deliver on time and on budget
Consultant and/or contractor collusion
Procurement delays, failures or legal challenges
Governance Arrangements not being adhered to
Projected timelines too optimistic
Delays due to the statutory approvals process
Lack of awareness in staff and managers
Lack of resources - economic downturn/recession
Funding reduced/withdrawn, timescales extended leading to increased costs

Consequence Impact on service delivery
Financial impact - Loss of funding (i.e. DAERA projects)
Legal challenge / Negative PR
Impact on quality/cost of projects
Future reduction on the capital budget
Reputational damage

Risk Owners Dorinnia Carville; Michael Lipsett; Conor Mallon

Gross/Inherent Risk Red 25 **Last Review** 07/04/2022

Residual Risk Red 20 **Next Review** 30/06/2022

Target Risk Level Yellow 9 **Risk Appetite** Risk Open

Objectives

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

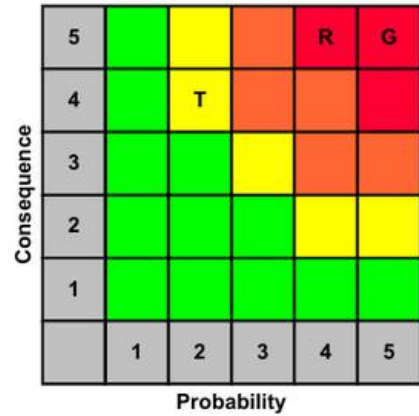
Key Controls Identified

1. Asset Management Strategy in Place to identify surplus assets
1. Monthly review of spend against budget
1. Professionally qualified and experienced staff
- 2 Project risk register in place for major projects
2. Capital Plan annually approved at Council
2. Four year Capital Plan
2. Large projects are project managed by external consultants who report to the Estates Team.
2. Monthly site progress meetings which are minuted
2. Strategic Finance Working Group scrutinises each Capital Project
3. Internal Audit of Project Governance of Capital projects scheduled for 2022/23.

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Capital Plan Cash Flow forecasting	Detailed cash flow of Council capital plan to be brought to SFWG in May to display to Members the scale of the capital programme and communicate when Council's big outlay will be required.	In Progress	Gerard Byrne	31/08/2022	AD of finance currently receiving information for each project via detailed project plans/business cases. AD of finance will also meet with Councils treasury advisor to discuss options for financing the capital programme over the next 8 years.
Construction Industry - Material Shortages and Price Increases - Potential Impact to our capital Plan	NI central government have informed me that the Dept of Finance is being lobbied by the construction industry to contribute to the unforeseen increase in material costs for those construction projects (large value) which were awarded in advance of the recent price spikes, as well as term service contracts with fixed rates for undertaking works.	In Progress	Dorinnia Carville	31/07/2022	Report to be brought to SMT in August Continue to keep Members updated of rising costs and supply chain difficulties leading to an impact on Councils Capital Plan.
Supplier/Contractor Options	AD of estates currently looking a number of option to counter act the over reliance on a small number of Contractors/Suppliers/PMs in NI	In Progress	Caolain Boyd	30/09/2022	Council has already availed of a number of construction frameworks and other options are being actively pursued.

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



Risk Categories
Business operational/reputational
Impact on individuals (staff or public)
Statutory Duty (Legal/Regulatory)

Risk Description
Failure to have the necessary policies and procedures in place with staff adequately trained to ensure legislative compliance. This includes complying with Procurement legislation, health and safety and fire risk assessments. best practice. Council not having adequate insurance cover.

Potential Root Cause
Failure to understand and meet legal requirements in relation to Health and Safety, Information Management, Rural Needs, Disability, Section 75, Performance and Improvement and Safeguarding.
Lack of resources and inadequate training provision.
Staff not complying with Council's procurement policy.
Property and vehicle schedules not being up to date.
Absence of effective operational procedures and policies.
Fire Risk Assessments at Council buildings not being undertaken and actions not being implemented and managed.
Unforeseen events and public negligence/lack of responsibility.
COVID19 - increased risks in relation to H&S at properties: statutory inspections required under legislation (i.e - vehicle and plant lifts, lifting equipment, pressurised water systems, local exhaust ventilation) are not taking place due to lack of access.
FRA / Legionella / Asbestos etc (are not being reviewed due to front line services being provided).

Consequence
Non-compliance leading to prosecution
Personal liability / Corporate Manslaughter
Risk of a fatality at a Council site
Reputational damage
Reduced trust and public confidence
Increased number of complaints and queries
Increased insurance premiums
Loss of income

Risk Owners
Dorinnia Carville; Michael Lipsett; Johnny McBride

Gross/Inherent Risk Red 25 **Last Review** 07/04/2022

Residual Risk Red 20 **Next Review** 30/06/2022

Target Risk Level Yellow 8 **Risk Appetite** Risk Averse

Objectives

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

Key Controls Identified

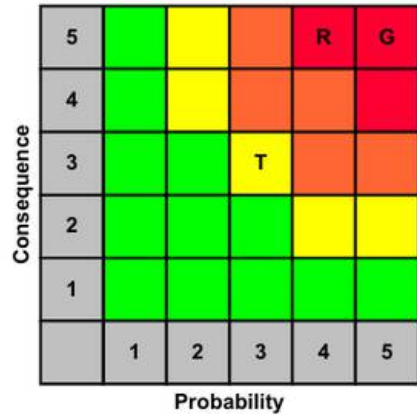
1. Asbestos and Legionella Policies and Management Plans in place
1. COVID19 - New Governance Arrangements in place in Council. Delegated authority amended through SO.
1. COVID19 - New legislation introduced to allow virtual committee meetings
1. COVID19 Risk Assessments being completed and reviewed as required
1. Dedicated skilled teams in place for:
 - Health and Safety, HR, Legal and Procurement
1. Health and Safety Committees in place and ongoing programme of training in place
1. Policies and procedures in place - i.e H&S Policy, Procurement Policy, Access to Information, Records Management
 1. Procurement training rolled out to all relevant staff
2. Compliance Reporting to SMT and H&S Committees
2. Procurement a standing agenda item at Councils Audit Committee
3. Internal Audit Completed
 - H&S Check - 2019/20
 - Contract Management - 2019/20
 - Emergency Planning 2020/21
3. Internal Audits Scheduled:
 - Contract Management - 2021/22
 - Information Governance - 2022/21

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Actions from Fire Risk Assessment Audits	The actions from the Fire Risk Assessments which have been completed need to be actioned as soon as possible for all Council properties by the Facilities Management and Maintenance Department.	In Progress	Kevin Scullion	30/09/2022	The current level of risk regarding fire risks in our buildings is considered Low. The Fire Risk Management Policy has been approved and effective since 12th March 2020, however the associated Fire Safety Management Plan has not progressed. The priority is to seek agreement on a Fire Safety Management Plan which will guide future control of this risk. The Council has appointed a Council wide Contractor/s to undertake annual inspections of fire alarms and firefighting equipment. In relation to fire alarms inspections are likely to highlight a programme of work to upgrade some systems. The Council's Building Maintenance team continue to address work as required.
Advisory Internal Audit Review - Health and Safety	Implement the 30 recommendations arising from the internal audit review of Health and Safety	In Progress	Caolain Boyd Kevin Scullion	31/08/2022	In March 2021, ASM carried out of review of progress in implementing the recommendations. Follow up discussions to take place at Facilities Management Working Group which should reconvene as soon as possible.

Asbestos Policy and Management Plans	Implementation of Asbestos Policies and Management Plans	In Progress	Kevin Scullion	30/09/2022	<p>The current level of risk for asbestos, is considered Low. All buildings have been surveyed and no significant risks have been identified which cannot be managed through good building practices.</p> <p>A Contractor was appointed in October 2020 for a three-year period to undertake inspections, air sampling, training and related asbestos consultancy work. There was a defined year 1, 2 and 3 work programmes.</p>
Conflict of Interest Declarations	All high risk staff to have declaration completed by May 2021. Voluntary declarations to be rolled out to all staff by May 2021. All Elected Members have completed and submitted declarations, which will be reviewed every six months and reported to the Audit Committee.	In Progress	Alison Robb	31/08/2022	<p>Since the inception of the Conflict of Interest policy and the start of this process, approximately 96% of mandatory returns have now been made, with just 11 returns outstanding from a total of 266 requests. The HoS (Legal) has made contact with individuals by phone and email however this small number remain outstanding. Line managers have now being asked to contact individuals to apply pressure to have the returns made and it is hoped that full compliance will be achieved in the coming weeks. ongoing</p>
E-Learning Training	E-Learning training to be promoted throughout the organisation as take up is low - this is particularly relevant to mandatory training sessions.	In Progress	Catrina Miskelly	31/08/2022	
Insurance	CMT to ensure that Council Properties and Vehicles are adequately covered and schedules are up to date	In Progress	Caolain Boyd	31/08/2022	<p>Work currently under to validate Councils Operators Licence against Councils fleet insurance schedule. CMT are also leading an exercise to ensure are Property/Contents schedules are up to date.</p>
Legionella Policy and Management Plan	Implementation of Legionella Policies and Management Plans	In Progress	Kevin Scullion	30/09/2022	<p>The current level of risk for legionella is considered Medium.</p> <p>A Contractor was appointed in August 2020 for three-year period to undertake legionella control measures on behalf of the Council. This comprises monthly, quarterly, six monthly and annual inspections and works.</p>
Social Procurement Policy	Council to consider bringing in a social procurement policy following the guidance issued by the Minister of Finance in June 2021.	Proposed	Gerard Byrne	31/12/2022	<p>Legislation to be reviewed to determine if this is possible while adhering to Public Contract Regulations. Procurement team are liaising with BCC and DSCC.</p>

Risk CR. 03 - Failure to effectively manage waste



Risk Categories Buildings / Engineering / Environment
Quality of Service
Statutory Duty (Legal/Regulatory)

Risk Description Failure to effectively manage waste

Potential Root Cause Insufficient resources (availability of HGV drivers)
Market forces enable commercial operators to increase prices
Failure to plan effectively for the future (including financial planning)
Historic contract arrangements which are not providing the Council with VFM
Potential loss of operators licence
Future changes to waste management arrangements
Unable to procure new contracts to process & dispose of our waste
ARC21 incinerator proposal in Antrim and Newtownabbey Borough Council - Planning permission refused in March 2022.

Consequence Reputational Issues
Lower levels of customer satisfaction
impact on service delivery and lost productivity
Failure to meet statutory standards around recycling and waste to landfill

Risk Owners Johnny McBride

Gross/Inherent Risk Red 25 **Last Review** 07/04/2022

Residual Risk Red 20 **Next Review** 30/06/2022

Target Risk Level Yellow 9 **Risk Appetite** Risk Cautious

Objectives

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

Key Controls Identified

- 1. Contingency Plans in place
- 1. Long term Waste Strategic Plan in place
- 1. Partnership working with key stakeholders
- 3. Internal Audits Completed;
Fleet Management 2020/21
Fuel Management procedures
- 3. Internal Audits Scheduled;
Waste Management - 2021/22

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Operators Licence	Internal Audit carried out a review of the progress in implementing TRU and FTA recommendations in October 2018. A further review took place during November/December 2020 which has provisionally highlighted that limited progress has been made in implementing a number of recommendations from the 2018 audit.	In Progress	Johnny McBride	31/08/2022	An action plan in relation to compliance to the Council's Operators licence was presented to NS in October 2021. A further Audit was carried out by RHA in January 2022 -an action plan has been considered by Committee and the Transport Regulation Unit which is currently being implemented
Waste Management Plan	The Waste Management Plan is organised by ARC 21. The Council is required to feed into and approve ARC 21s Waste Management Plan.	In Progress	Johnny McBride	31/08/2022	A review of the arc21 Waste Management Plan (including NMDDC) has been completed by WRAP, however Chapter 6 of the Plan remains outstanding as this requires data to be provided by DAERA. Councils are now collaborating on the procurement of technical expertise to produce an Addendum for the Plan (in the absence of a Department-led Waste Management Strategy for NI) and are also clarifying the status of the outstanding Chapter with the Department.

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

Consequence	5					G
	4				R	
	3			T		
	2					
	1					
		1	2	3	4	5
		Probability				

Risk Categories Business operational/reputational
Financial
Quality of Service

Risk Description Failure to provide robust and timely planning decisions

Potential Root Cause Ineffective and/or inadequate resources
Planning Legislation not being followed
Ineffective technology - EPIC system changes

Consequence Litigation and financial costs
Reputational issues
Lower levels of customer satisfaction
Impact on service delivery and lost productivity
Financial implications resulting in budget constraints
Failure to achieve the statutory standards around local / major planning applications and enforcement cases

Risk Owners Conor Mallon

Gross/Inherent Risk Red 25

Residual Risk Amber 16

Target Risk Level Yellow 9

Last Review 07/04/2022

Next Review 30/06/2022

Risk Appetite Risk Open

Objectives

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

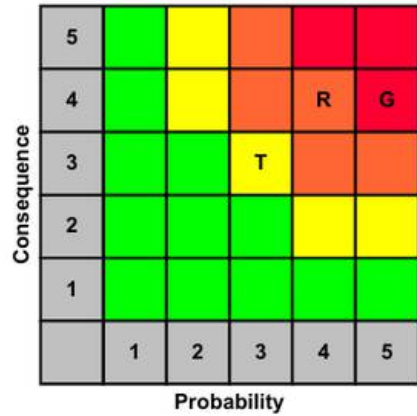
Key Controls Identified

- 1. Action plan in place to reduce backlog
 - 1. Increase in employee numbers
 - 1. Ongoing training for officers and members
 - 2. Dedicated Planning Committee in operation
- 2. Local Development Plan developed and timetable agreed
 - 2. Planning Consultant in place since January 2020 to bring about performance improvements
- 2. Scheme of Delegation in place to facilitate timely planning decisions

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Backlog cases	Implement action plan to reduce backlog in line with timeframe set	In Progress	Anthony Mckay	31/07/2022	Live applications at 25/05/2022 are at 1,111, up from 1,106 on 20/12/21. Numbers of live applications across Northern Ireland continue to rise. They are at their highest level since 2012. NMD receives the highest number of planning applications of any Council. NMD issues the largest number of planning decisions of any Council. Average processing times for planning applications across all Councils is 16.0 weeks. Average processing time for NMD is 17.4 weeks. The filling of new and vacant posts is ongoing. NMD continues to experience turnover of staff through resignations / maternity leave etc.
Complaints	Respond to complaints in relation to the Planning service within the corporate reporting timeframe and implement the relevant recommendations arising from the internal audit of complaints handling and management.	In Progress	Conor Mallon Anthony Mckay	31/08/2022	An internal audit of complaints handling and management was carried out during Q2 2020-21. The audit focused on complaints across a range of departments, including Planning. Performance levels have fluctuated, driven by increasing volumes of work / competing priorities on senior officer time. Process improvements have been identified and rolled out. The Corporate Complaints procedures are now implemented and embedded within the planning department. Complaints continue to be monitored.
Internal Review of overturn decisions	Council will undertake a review/audit of overturn decisions - this is based on the NIAO Public Accounts Committee report on Planning decisions across Councils in NI	In Progress	Gerard Byrne	31/08/2022	Terms of Reference to be agreed - Audit to take place in August 2022.
IT infrastructure	Upgrade of technical IT infrastructure (EPIC Replacement)	In Progress	Anthony Mckay	31/07/2022	Council has agreed to the procurement of a replacement planning computer system, in a joint arrangement with the other 10 Councils and DfI. The contract has been awarded and is to be operational by July 2022.
Regional Planning Review	The Public Accounts Committee issued a regional report on Planning in Northern Ireland on 24 March 2022	In Progress	Conor Mallon	31/12/2022	Actions are being progressed at both Solace and DfI level and the first joint workshop taken place.
Specialist Planning Consultant	Business case to appoint a specialist planning consultant was approved at the December 2019 SP&R Committee.	In Progress	Conor Mallon	31/08/2022	The Consultants final report is under consideration by SMT and will be presented to Members.

Risk CR. 05 - Failure to adequately plan for the future and deliver efficiencies and improvement



Risk Categories Business operational/reputational
Financial
Impact on individuals (staff or public)
Quality of Service

Risk Description Failure to adequately plan for the future and deliver efficiencies and improvement

Potential Root Cause Difficulty recruiting key positions in Councils Management Team
Corporate efficiency projects and other improvement activities are not currently joined-up with wider transformational activity
The Council is currently unable to track the realisation of benefits (financial or non-financial) arising from investment in new IT systems (i.e. Legend)
A lack of corporate capacity currently exists to support transformational activity
The overall affordability of the Councils long term plans considering COVID19 and the Cost of Living Crisis.

Consequence We are not fundamentally addressing the merger (aka LGR) leading to reputational damage
The budget situation will continue to get worse (salaries and wages) therefore not providing VFM
Our ability to provide citizens / customers with the services they require will be significantly constrained
We will potentially lag behind other Councils & other public sector organisations

Risk Owners Dorinnia Carville; Marie Ward

Gross/Inherent Risk Red 20 **Last Review** 07/04/2022

Residual Risk Amber 16 **Next Review** 30/06/2022

Target Risk Level Yellow 9 **Risk Appetite** Risk Hungry

Objectives

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

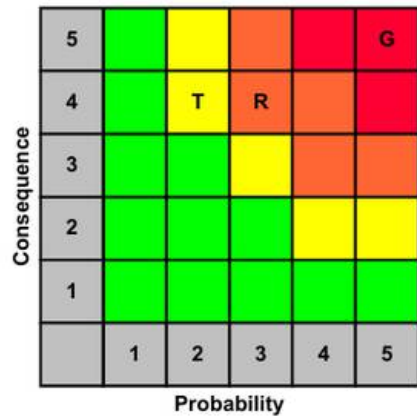
Key Controls Identified

1. Severance Rate agreed by Unions and Members
2. IT Project Group in place and meets monthly
2. Specialist independent IT consultants have been tasked with implementing the IT strategy

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Alternative methods of recruitment	HR to look at alternative method of recruitment due to the difficulties in recruiting into key positions across Council. The difficulties are not limited to senior positions, all Directorate are struggling to fill vacant posts currently.	In Progress	Catrina Miskelly	31/08/2022	This includes the Regional Approach in relation to the Talent Management Strategy which is overseen by the LG Staff Commission. Council also have set aside funding from reserves to create an apprenticeship scheme. The first Apprentices will take up posts on the 1 September 2022. Council have also approved an Agile working policy in July 2022.
CMT Working Groups	Three CMT Working Groups have been established to progress key transformational projects around 'Ways of Working', 'Customer Engagement', 'Information Strategy' and 'Overtime'	In Progress	Eoin Devlin Colum Jackson Andy Patterson Kevin Scullion	31/08/2022	Work is ongoing across the four Working Groups: a detailed update was provided to SMT in January 2022 from each Working group lead.
Service Reviews	Service Reviews are currently being completed across Directorate in line with paper which was approved at SP&R	In Progress	Senior Management Team	31/08/2022	Service reviews are progressing and discussion is ongoing with Trade Unions.
Voluntary Severance Call	Roll out of a voluntary severance call to communicated to staff	In Progress	Senior Management Team	31/08/2022	Communications in relation to severance issued to Tier 3 to be brought to the August 2022 SP&R. The Business Administration process is ongoing.

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



Risk Categories Buildings / Engineering / Environment
Business operational/reputational
Impact on individuals (staff or public)
Statutory Duty (Legal/Regulatory)

Risk Description In the event of a disaster or an emergency, the Council may not respond in a way which minimises any negative consequences/impact

Potential Root Cause Natural disasters, localised flooding, Harbour disasters, Fire
Pandemics - COVID 19
Significant IT failure
Inadequate preparedness to be able to respond in the event of an emergency

Consequence Reputational damage through inadequate civic leadership to provide adequate community emergency support
Loss of income
Litigation - civil/criminal
increased insurance premiums

Risk Owners Dorinnia Carville; Marie Ward

Gross/Inherent Risk Red 25

Residual Risk Amber 12

Target Risk Level Yellow 8

Last Review 07/04/2022

Next Review 30/06/2022

Risk Appetite Risk Averse

Objectives

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

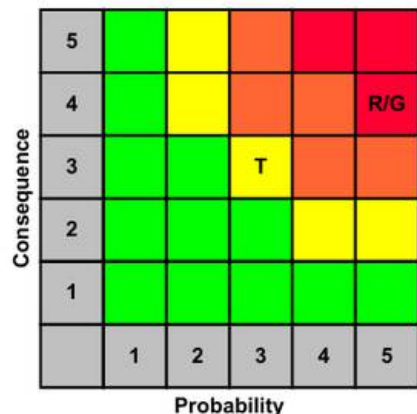
Key Controls Identified

- 1. Emergency planning measures in place, including:
 - Flood risk plan
 - Inter-agency group
- 1. Annual Winter Resilience Plan in place
- 1. Business Continuity scenario plans in place
- 1. Dedicated Emergency Planning team and professionally trained and experienced staff
- 1. Emergency Plan Activated in March 2020 due to COVID19
- 1. Ferryman test exercise completed (May 2019) -Security alert in February 2021 - Lessons learned
- 2. Member of Southern Region Emergency Planning Group
- 2. New regional local government regional model
- 3. Internal Audits Completed;
 - Health and Safety Checks 2019/20
 - Emergency Planning 2020/21

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Documenting Business Continuity Plans	BCPs to be documented for each Service Area	In Progress	Dorinnia Carville	31/08/2022	Stage one of the work is now complete and was presented to SMT in June 2022 in relation to critical services and systems. Work is being led by the SHEP unit
Northern Ireland Emergency Planning Structures	Officers will continue to attend and contribute to the NI Emergency Planning Structures.	In Progress	Senior Management Team	30/09/2022	EPIG meeting (SMT/CMT) was stood down in relation to the Ukrainian Refugee operation, however was stood up in relation to Councils Cyber incident.

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



Risk Categories Impact on individuals (staff or public)
Quality of Service

Risk Description Failure to implement an economic development programme to regenerate the district and attract inward investment due to financial uncertainties caused by the current economic and political climate, including the NI Protocol.

Potential Root Cause Failure to engage stakeholders (public and private sector)
Inflationary pressures and cost of living crisis.
FFNI - NMDDC is lead Council with operations team - increased risk
Impact of the City Deal
The weakness in sterling driving inflation expectations higher
Issues around the NI Protocol including:
-Loss of EU funding
-Disruption of food and medical supplies
-Community tension and public disorder
-Changes in regulations, border controls, cross border trade and movement of goods and people
-Uncertainty amongst the business community in relation to food standards, trading standards and exports
-Lack of employees with the required expertise and experience, eg Environmental Health Officers

Consequence Lack of investment in the District and lower levels of economic activity
Lack of confidence from the private sector
Some services, which were funded externally, not being delivered
Lack of leadership and direction from the NI Executive and UK Government
Inadequate levels of service provision

Risk Owners Conor Mallon; Marie Ward

Gross/Inherent Risk Red 20 **Last Review** 07/04/2022

Residual Risk Red 20 **Next Review** 30/06/2022

Target Risk Level Yellow 9 **Risk Appetite** Risk Hungry

Objectives

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

Key Controls Identified

1. FFNI Operations team in place. Operations group established with other Councils. Project Risk Register established
1. Regeneration and Economic Development Strategy 2020-25 in place
1. Rural Development Programme in place
2. Brexit Forum and Brexit Task and Finish Working Group operational
2. Engagement with other Councils, other Departments, NILGA and the Private Sector through the Chamber of Commerce
2. Establishment of Economic Forum including public and private sector stakeholders
2. Internal Brexit Working Group established and meeting regularly to plan for an respond to organisational impacts
2. Participation in Cross Council Brexit Working group, Liaising with the NI Executive Office.
3. Internal Audits Completed;
FFNI - 2019/20

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
City Deals	Actively engage in Belfast Region City Deal	In Progress	Marie Ward	30/09/2022	The Head of Terms have been signed (March 2019). OBCs for NMD projects have been approved by BRCD Board and relevant Government Departments On the 15 December 2021, The Belfast Region City Deal was signed and unlocks £1 billion of transformative co-investment which will deliver more than 20 highly ambitious projects and programmes, create up to 20,000 new and better jobs and help make the region a global investment destination over the next decade. Council is now in delivery mode for key projects.
Full Fibre Network NI (FFNI)	Local Full Fibre Network to improve connectivity across all of Northern Ireland.	In Progress	Conor Mallon	30/09/2022	As lead partner, the Council continues to deliver the FFNI project which completed on 31 March 2022. The £23m of DCMS funding has delivered full fibre to 887 public sector sites. The delivery of the fibre ended in March 2022 but we are now finalising final claims and conducting project close down with Fibrus and DCMS.
Support local businesses	The Council is also providing support, advice and guidance to local businesses as they anticipate and manage the changes associated with Brexit.	In Progress	Conor Mallon	31/08/2022	The Council is also working with key stakeholders in relation to future EU funded programmes carrying out evaluations and developing potential new programme proposals for submission to a range of emerging funding opportunities such as Peace plus, Shared prosperity fund, Levelling up fund ,Shared Island fund etc. The Labour Market Partnership and 'go for it' programmes are also underway.
Warrenpoint Port	To ensure efficient delivery of statutorily required of food import checks on relevant Agri-Food goods entering Northern Ireland at Warrenpoint port	In Progress	Michael Lipsett	31/08/2022	Required checks are being completed at Warrenpoint Port on an on-going basis by trained and authorised staff. Regular meetings with relevant partners, DAERA, FSA, Border force, Seatruck, Warrenpoint Port, to continue to share learning and work through operational issues as they arise. Negotiations to commence in January 2022 around the FSA providing certainty of funding for a longer period. MoU signed with BCC in relation to offering staff assistance if required.

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

Consequence	5	T	R	G		
	4	T	R	G		
	3	T	R	G		
	2	T	R	G		
	1	T	R	G		
		1	2	3	4	5
		Probability				

Risk Categories Business operational/reputational
Financial
Impact on individuals (staff or public)
Quality of Service

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

Potential Root Cause Increased levels of sickness absence
Failure to adequately manage sickness absence
Failure to complete Return to Work interviews following instances of absenteeism
Period of change, uncertainty and increased stress
COVID absences are currently high - April 2022

Consequence Increase in sickness absence
Critical services failing to be delivered
Reputation damage
Increased cost to Council due to the use of agency staff/overtime

Risk Owners Senior Management Team

Gross/Inherent Risk Red 25 **Last Review** 07/04/2022

Residual Risk Amber 15 **Next Review** 30/06/2022

Target Risk Level Yellow 10 **Risk Appetite** Risk Minimal

Objectives

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

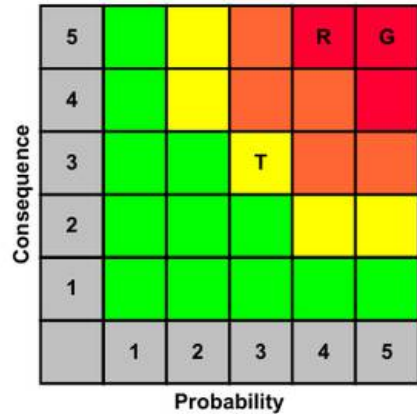
Key Controls Identified

- 1. Employee Health Cash Plan
- 1. Human Resources Team
- 1. Managing Attendance Policy
- 2. Health and Wellbeing Working Group/Team
- 2. Occupational Health Service
- 2. RTW absence interviews are now being monitored through the CMT group
- 3. Internal Audits completed;
HR Policy Review 2020/21
Leisure Services - review of Flexi/Toil -2019/20

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Return to Work interviews	The completion rate of RTW is very low presently.	Proposed	Catrina Miskelly	30/09/2022	SMT/CMT to follow up on RTW interviews and reiterate the importance of these being completed on a timely basis.
Training	All Managers must complete Managing Attendance training on the Councils e-learning platform	In Progress	Catrina Miskelly	30/09/2022	In progress and regular reminders sent to staff to ensure their training records are up to date.

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



Risk Categories Business operational/reputational
Financial
Quality of Service
Statutory Duty (Legal/Regulatory)

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

Potential Root Cause Inflation and rising utility costs
Political uncertainty - RSG cuts
Environmental Services - Loss of income (SEUPB/PHA)
Leisure - significant loss of Leisure centre income and members going forward
Community - Loss of income at community centres / difficulty in progressing financial assistance claims / uncertainty over PEACE funding
Impact on Capital Projects - funding reduced/withdrawn, timescales extended / increased costs - capital budget may be reduced going forward
Loss of Ratepayers income
Payroll cost and the risk of industrial action

Consequence Council income reducing
Going concern issues
Large increase in District Rate going forward - negative publicity
Council Reserves reducing inadequate levels

Risk Owners Senior Management Team

Gross/Inherent Risk Red 25 **Last Review** 07/04/2022

Residual Risk Red 20 **Next Review** 30/06/2022

Target Risk Level Yellow 9 **Risk Appetite** Risk Open

Objectives

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

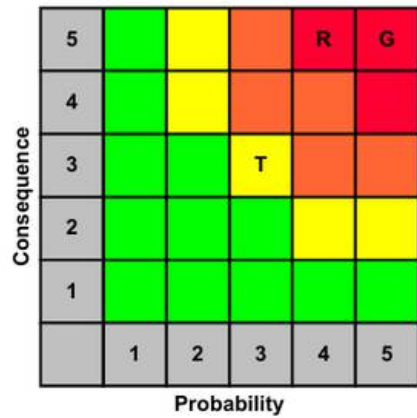
Key Controls Identified

1. Monthly Management Accounts completed by Finance
2. Multi agency Community Hub
2. NMDDC COVID-19 Recovery Group
2. Service and Business plans now in place
2. Working with ALFCO around a Council wide position to DfC and DoF
3. Internal Audits Completed;
Emergency Planning with a focus on COVID19 - 2020/21

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Management Accounts	New procedure to be developed.	In Progress	Gerard Byrne	30/09/2022	ADs to provide variance analysis going forward on a quarterly basis on their own cost codes. This will feed into the Quarterly Management Accounts which are presented to SP&R
Rates Support Grant	Director of Corporate Services to write to the Minister of Finance and Communities about the reduction of the Rates Support Grant and to ascertain the grant will not be reduced going forward	In Progress	Gerard Byrne	30/09/2022	Director sent letter to Minister in August 2021. Minister has now agreed to meet with a delegation of CEO/Finance Directors of affected Councils on the 19 January 2022. Minister Hargey wrote to the Chief Executives of the seven councils qualifying for Rates Support Grant, on 21 January 2022, advising that this year as part of the January Monitoring Round allocation an additional £10m funding for Rates Support Grant for 2021/22 had been secured. As a result the total Rates Support Grant allocated to councils for 2021/22 is now £21.9m. Due to the extra funding, NMDDC received an extra £929k. RSG allocations for 2022/23 have yet to be confirmed.
Rising utility costs	All Councils are currently out of contract for Electric / Gas suppliers and have to pay monthly in arrears, no agreed costs due to the volatile markets, previously there was a Council wide tender. No specific risk has been created yet as we are unsure of the effects presently. Based on current market trends and indicative pricing from the suppliers, bills for the month of April are likely to increase by 200% for Electricity and 400% for gas. However, these are only indicative, and the percentage increase could be higher or lower at the end of April. Diesel and Heating oil have also increased significantly. These large increases have not been factored into the 2022/23 budgets	In Progress	Gerard Byrne Eoin Devlin	30/07/2022	Submission made by NMDDC along with all other Council to DfC in July 2022 - continued discussion with DfC to lobby for additional financial support.

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



Risk Categories Business operational/reputational
Impact on individuals (staff or public)
Quality of Service

Risk Description Risk of a cyber security event causing significant operational, financial and reputational damage to the Council

Potential Root Cause Cyber attack
Lack of staff compliance with IT training
Accidental breach of security
Breach of people, process, physical or technical controls
Failure to respond to and recover from a cyber incident within, or impacting upon, Council
Lack of skills and competencies
System vulnerabilities

Consequence Threat to availability, integrity and confidentiality of Council information and systems
Failure to deliver Council services (including statutory and regulatory services)
Financial loss
Reputational damage
Extended period to recover services to Business as Usual (BaU)
Destruction of systems and data
Theft of data for criminal use
Political impact
Environmental impact

Risk Owners Dorinnia Carville

Gross/Inherent Risk Red 25

Residual Risk Red 20

Target Risk Level Yellow 9

Last Review 07/04/2022

Next Review 30/06/2022

Risk Appetite Risk Averse

Objectives

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

Key Controls Identified

- 1. Back up arrangements
- 1. Business Continuity Scenario Planning
- 1. Participation in threat intelligence networks
- 1. Penetration testing and vulnerability scanning
- 1. Phishing simulation and learning exercises
- 1. Technical security controls and arrangements
- 2. Engagement with Cyber bodies
- 2. National Cyber Security training
- 3. Internal Audits Scheduled;
IT Systems and Security - 2021/22
IT Strategy 2021/22

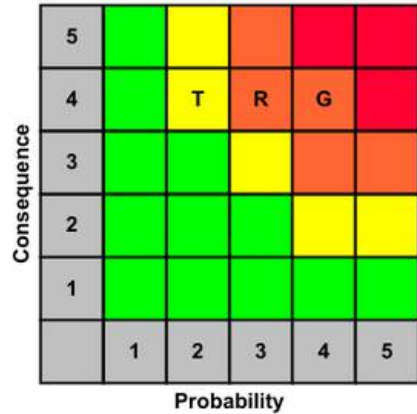
Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Business Continuity Plans	BCP plans to be updated to reflect the cyber risk	In Progress	Caolain Boyd Gavin Ringland	31/07/2022	Critical and Priority Services currently being prioritised via scenario planning - being managed by the SHEP Department. First Stage completed and was presented to SMT in June 2022
Cyber Incident	Lesson learned report commission after the recent cyber incident in May 2022.	Proposed	Gavin Ringland	31/08/2022	Lessons learned report to be reviewed by SMT and learning to be communicated to necessary stakeholders
Cyber Incident Response/Disaster Recovery	Establish and test cyber incident response and disaster recovery capabilities	In Progress	Gavin Ringland	30/09/2022	Event Scenarios and PlayBooks are being continually tested and refined where confidence of no-impact is high. Independent Cyber Maturity Assessment will be undertaken against CAF (Cyber Assessment Framework) by end of Q2.
IT Strategy	Implement additional security tools including multifactor authentication, conditional access and modern authentication where possible and appropriate	In Progress	Gavin Ringland	31/07/2022	Remote access to LAN completely MFA. Continuing to implement MFA and conditional access to Office 365. Privileged access accounts and high risk services already MFA enforced.
Training/Development Plans	Increase User resilience Continue to engage with and follow guidance from the National Cyber Security Centre (NCSC) Continue to use Active Cyber Defence tools from NCSC and supplement with vulnerability scans, actioning recommendations resulting therefrom where possible and appropriate	In Progress	Gavin Ringland	31/07/2022	Council is now subscribed to the NSCS Early Warning Network and vulnerability scanning solution currently being deployed. User Resilience remains poor despite increased warnings and additional training. Additional focus on training enforcement and consequences of non-compliance.

Neighbourhood Services Directorate

11/07/2022 14:02:44

Risk 01. Failure to deliver essential services throughout the year due to staff shortages



Risk Categories
 Business operational/reputational
 Impact on individuals (staff or public)
 Quality of Service
 Statutory Duty (Legal/Regulatory)

Risk Description
 Failure to deliver essential services throughout the year due to staff shortages.

Potential Root Cause
 Breakdown in service during key holiday periods, particularly the waste collection service.
 Employees carrying over annual leave into 2022-23 will have an impact on service provision.
 The use of temporary contracts makes it difficult to attract, recruit and retain employees.
 The introduction of conditioned overtime for permanent positions means employees can often access better terms and conditions elsewhere.
 Trade Union negotiations.
 Legacy working arrangements and operating procedures.
 Levels of absenteeism and a workforce deficit.
 Adverse weather conditions.
 Responding to the impact of current and future waves of the COVID-19 pandemic.

Consequence
 Health and safety risks
 Increase in Council complaints
 Staff shortages and reduced service provision
 Waste service not operating effectively and meeting targets
 Reputational damage

Risk Owners
 Johnny McBride; Sinead Murphy; Kevin Scullion

Gross/Inherent Risk Amber 16 **Last Review** 20/05/2022

Residual Risk Amber 12 **Next Review** 30/09/2022

Target Risk Level Yellow 8 **Risk Appetite** Risk Averse

Objectives

Deliver a high quality, modern and flexible Refuse Service

Key Controls Identified

1. Business Continuity Plans
1. Recruitment of seasonal staff
1. Service reviews in the Waste Management department
1. Temporary contracts project
1. Voluntary/casual overtime.
1. Workforce Plans in place for each service.
3. Internal Audit - Waste Management

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Business Continuity Plans	Continuously monitor, review and update the Business Continuity Plans and Contingency Plans.	In Progress	Sinead Murphy Kevin Scullion	30/09/2022	Continued implementation of the Business Continuity Plans to identify and address potential workforce deficits.
Directorate Re-structure	Re-structure of the Facilities Management and Maintenance department and Waste Management department, specifically the HRC / Cleansing / Garage sections.	In Progress	Johnny McBride Sinead Murphy Kevin Scullion	30/09/2022	The Directorate re-structure has been agreed by SMT. Both departments continue to work with Human Resources to progress the re-structure of specific sections, ensuring alignment with business needs.
Workforce Planning and Service Reviews	Continued implementation of Workforce Plans and Service Reviews.	In Progress	Johnny McBride Sinead Murphy Kevin Scullion	30/09/2022	Continue to implement, monitor, review and update the Workforce Plans and progress Service Reviews to ensure effective service provision.

Risk 02. Failure to provide a modern, safe and legislatively compliant fleet

Consequence	5					
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	1					
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		Probability				

Risk Categories Buildings / Engineering / Environment
Quality of Service
Statutory Duty (Legal/Regulatory)

Risk Description Failure to provide a modern, safe and legislatively compliant fleet

Potential Root Cause Vehicles may fall fowl of operators license.
Failure to comply with the Council's Procurement Policy and Procedures when procuring vehicles.
Failure to plan ahead and budget for new vehicles/services when required.
Challenge of transitioning to a green fleet.
Vehicles not being included on the operators license.
Lack of resources to keep the license updated.
Vehicles at different sites with different responsible owners.
Delivery times of vehicles and managing an older fleet.

Consequence Loss of operators license / financial penalties of breaching the operators license.
Potential to result on serious accidents and injuries.
Reputational damage for the Council.
Failure to deliver services, particularly essential services across the District.
Breach in health and safety.

Risk Owners Johnny McBride; Sinead Murphy

Gross/Inherent Risk Red 20 **Last Review** 20/05/2022

Residual Risk Amber 16 **Next Review** 30/09/2022

Target Risk Level Yellow 9 **Risk Appetite** Risk Averse

Objectives

Review Fleet Services to ensure it meets customer demands into the future

Key Controls Identified

- 1 Capital Programme funding.
- 1. Corporate Procurement Policy and Procedures in place.
- 1. Fleet Management audits and action plans.
- 1. Fleet Management Policy and Procedures.
- 1. Fleet Transition Strategy.
- 1. Inspection frequency of the fleet.
- 1. Neighbourhood Services Procurement Action Plan in place.
- 1. Service review of the 'Garages' section.
- 3. Internal Audit of Waste Management in 2022-23.

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Fleet Management Audits and Action Plans	Implement the recommendations and action plans from the internal and external audits of Fleet Management.	In Progress	Sinead Murphy	30/09/2022	The follow up internal audit of Fleet Management was carried out by ASM in April 2021 and the external audit was carried out in January 2022.
Fleet Replacement Programme	Continue to implement the 4 year Fleet Replacement Programme.	In Progress	Sinead Murphy	30/09/2022	The implementation of the Fleet Replacement Programme is underway, with delivery times of 12-18 months. Further consideration needs to be given to the Capital Programme beyond 2023, the availability of hire vehicles and alternative fuel options in the future.
Service Review of Garages and resources	Progress the service review of the Garages section.	In Progress	Sinead Murphy	30/09/2022	Progress the service review of the Garages section to determine and inform future resource requirements.

Risk 03. Lack of burial capacity at Council Cemeteries

Consequence	5					
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	3		T	R	G	
	2					
	1					
		1	2	3	4	5
		Probability				

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

Risk Description Lack of burial capacity at Kilbroney and Monks Hill cemeteries.

Potential Root Cause The existing cemeteries are running out of space, particularly double plots.
Structural issues with existing cemeteries.
Impact of future waves of the COVID-19 pandemic on the death rate across the District.

Consequence An essential service not being provided to the public.
Reputational damage.
Negative impact on local community.

Risk Owners Johnny McBride; Kevin Scullion

Gross/Inherent Risk Amber 12 **Last Review** 20/05/2022

Residual Risk Yellow 9 **Next Review** 30/09/2022

Target Risk Level Green 6 **Risk Appetite** Risk Averse

Objectives

Delivery of Facility Management and Maintenance Service to meet Council needs

Key Controls Identified

1. Capital programme includes funding for new graveyard and/or extensions to existing graveyard
1. Committee approval in place for cemetery extensions
1. Extensions of Struell, Lough Inch, Warrenpoint and Phase 2 at Monks Hill cemeteries complete.

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Digitalisation of burial records	Progress the digitalisation of burial records.	In Progress	Kevin Scullion	30/09/2022	The Council has a legal responsibility to manage burial records and work is underway to prepare a Project Mandate for an electronic solution, through the IT Projects Board. It is anticipated that this bespoke software solution to manage burial records will cost £30k, with an annual £10k maintenance fee.
Kilbroney Cemetery	Phase 2 - Kilbroney Cemetery	In Progress	Kevin Scullion	30/09/2022	Phase 2 extension of circa 200 additional plots has planning approval. Business Case agreed and £309.973 placed in capital budget. Pre tender costs to be obtained prior to report to Council for final agreement on extent of project. Works on site target for Q 2 in 2022/23. Work progressing for submission of planning application for Phase 3 - 5 extension to cemetery.
Long term cemetery provision	Plan ahead for the long term provision of cemeteries and burials.	In Progress	Kevin Scullion	30/09/2022	Scope out anticipated burial projections across the District in line with demographic / population trends and begin the process of identifying potential land and sites to meet projected need.
Monks Hill Cemetery	Phases 3 extension at Monks Hill Cemetery.	In Progress	Kevin Scullion	30/09/2022	The phase 2 extension is complete providing burial capacity for a further 18 months. The planning application for an additional 600 burial plots (Phase 3) has been submitted and it is anticipated that the project will complete within 18 months, subject to planning approval. The Council is also exploring options for additional capacity at Monks Hill cemetery as back up if there is a delay in completion of Phase 3 extension.
Struell and Lough Inch Cemeteries	Struell Cemetery Downpatrick and Lough Inch Cemetery Ballynahinch.	Completed	Kevin Scullion	30/09/2022	Struell and Lough Inch Cemeteries have been extended. The overall capacity of both cemeteries will be monitored and reviewed on an ongoing basis.
Warrenpoint Cemetery	Completion of phase 2 to extend Warrenpoint Cemetery.	Completed	Kevin Scullion	30/09/2022	Warrenpoint Cemetery have been extended. The overall capacity of the cemetery will be monitored and reviewed on an ongoing basis.

Risk 04. Failure to comply with statutory and legislative requirements

Consequence	5					
	4		T	R	G	
	3					
	2					
	1					
		1	2	3	4	5
		Probability				

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

Risk Description
Failure to comply with statutory and legislative requirements which the NS Directorate is responsible for (Fire Risk Assessments/Legionella/Asbestos).

Potential Root Cause
Lack of Health and Safety training.
Lack of staff training / training inadequacies.
Confrontation with the public / public negligence.
Unforeseen circumstances/event.
Lack of adherence to Council policy and procedures.
Controls not operating effectively for Legionella / Asbestos or fire risk assessments.
Fire Risk Assessments of Council buildings not being undertaken,
COVID-19, access to buildings and social distancing.

Consequence
Injury/death to staff or public.
Damage to the Council reputation.
Injury or death to an employee or member of the public.
Reputational damage.
Personal Liability / Corporate Manslaughter.
Litigation - Civil/Criminal.
Increased insurance premiums.
Breach in legislation and compliance.

Risk Owners
Johnny McBride; Sinead Murphy; Kevin Scullion

Gross/Inherent Risk Amber 16 **Last Review** 20/05/2022

Residual Risk Amber 12 **Next Review** 30/09/2022

Target Risk Level Yellow 8 **Risk Appetite** Risk Averse

Objectives

Implement policies and procedures and monitoring arrangements to ensure corporate legislative compliance in respect of k

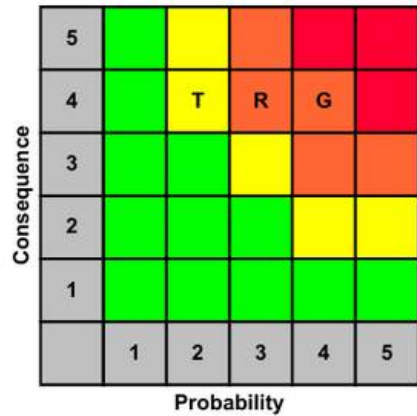
Key Controls Identified

1. Asbestos Policy and Management Plan
1. Fire Safety Policy
1. Legionella Policy and Management Plan
1. Portable Electrical Appliances Policy and Management Plan
2. Regular reporting to the Health and Safety Committee, Audit Committee and SMT
3. Internal audit of Estates Management and Security carried out in 2021-22.

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Asbestos Policy and Management Plan	Continued implementation of the Asbestos Management Plan.	In Progress	Kevin Scullion	30/09/2022	Contractor led asbestos management reviews continue. No significant tissues observed. Continuing work required concerning training through e learning and contractor led training. Outstanding issues to be resolved following fire at Albert Basin Store. Full implementation of the agreed Legionella Management Plan required to keep risk at a low level.
Fire Risk Policy and Management Plan	The Fire Risk Policy has been approved and the Management Plan is under development.	In Progress	Kevin Scullion	30/09/2022	The Fire Risk Assessment Policy and Use of portable electric appliances has been agreed but management plan yet to be developed and implemented. On going Fire Risk assessments continue.
Legionella Policy and Management Plan	Continued implementation of the Legionella Management Plan.	In Progress	Kevin Scullion	30/09/2022	Contractor led management works continue. Continuing work required concerning training through e learning and contractor led training. Full implementation of the agreed Legionella Management Plan required to keep risk at a low level.

Risk 05. Failure to develop and implement a planned maintenance programme may lead to increased costs and health and safety implications



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

Risk Description Failure to develop and implement a planned maintenance programme may lead to increased costs and health and safety implications.

Potential Root Cause Lack of control of contractors.
Inadequate funding / ineffective spend.
Lack of inspections and documentation records.
Inadequate/ineffective forward planning.

Consequence H&S implications.
Negative PR for the Council and reputational damage.
Closure of buildings.
Legal liabilities.
Increased costs.
Reactive and inefficient service provision.

Risk Owners Johnny McBride; Kevin Scullion

Gross/Inherent Risk Amber 16 **Last Review** 20/05/2022

Residual Risk Amber 12 **Next Review** 30/09/2022

Target Risk Level Yellow 8 **Risk Appetite** Risk Averse

Objectives

Delivery of Facility Management and Maintenance Service to meet Council needs
Engage Council Estate in a way which promotes sustainable development and climate change adaption

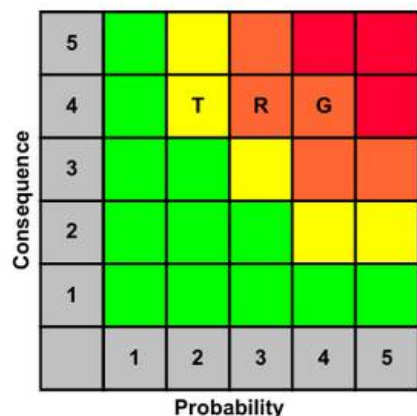
Key Controls Identified

1. Building maintenance team in place
3. Internal audit of Estates Management and Security carried out in 2021-22.

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Property Maintenance Strategy Develop and implement the Property Maintenance Strategy to include planned and reactive maintenance.	In Progress	Kevin Scullion	30/09/2022	The contractor has been appointed to progress the development of the Property Maintenance Strategy, by August 2022. The strategy will take into account the 3i Maintenance System for the reactive and planned maintenance of facilities, as well as M&E contracts..

Risk 06. Failure to procure and manage contracts in line with the Council's procurement procedures may have a negative impact on service provision and value for money.



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

Risk Description Failure to procure and manage contracts in line with the Council's procurement procedures may have a negative impact on service provision and value for money.

Potential Root Cause Insufficient resources.
Bribery and corruption.
Lack of training and awareness.
Lack of understanding of the Procurement Policy and procedures.
Availability of contractors and increased costs due to market forces
Capacity of the Procurement Team to support the Directorate

Consequence Delay in meeting project deadlines
Financial impact
Impact on customer satisfaction
Failure to deliver service
Failure to comply with the corporate Procurement Policy

Risk Owners Johnny McBride; Sinead Murphy; Kevin Scullion

Gross/Inherent Risk Amber 16 **Last Review** 20/05/2022

Residual Risk Amber 12 **Next Review** 30/09/2022

Target Risk Level Yellow 8 **Risk Appetite** Risk Averse

Objectives

Implement policies and procedures and monitoring arrangements to ensure corporate legislative compliance in respect of k

Key Controls Identified

Contract management controls in place.
Governance and Procurement training delivered to staff.
Neighbourhood Services Procurement Action Plan in place.
Procurement Policy and Procedures in place.

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
NS Procurement Action Plan	Continue to implement the NS Procurement Action Plan which was developed to address high value services which are being operated 'out of contract'.	In Progress	Johnny McBride Sinead Murphy Kevin Scullion	30/09/2022	The NS Procurement Action Plan is monitored and reported to the NS Committee and Audit Committee on a quarterly basis. Whilst significant progress has been made in implementing the Procurement Action Plan, continued progress may be impacted by the availability of contractors, increased costs and the capacity of the Procurement Team to support the implementation of the NS Procurement Action Plan.

Report to:	Audit Committee
Date of Meeting:	19 July 2022
Subject:	Prompt Payment Statistics – Quarter 4
Reporting Officer (Including Job Title):	Gerard Byrne: Assistant Director of Finance & Performance
Contact Officer (Including Job Title):	Gerard Byrne: Assistant Director of Finance & Performance

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

For decision	<input type="checkbox"/>	For noting only	<input checked="" type="checkbox"/>
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1.0	Purpose and Background
1.1	<p>'Prompt payment' is the payment of valid supplier invoices by public bodies, as set in government targets.</p> <p>This dataset contains the:</p> <ul style="list-style-type: none"> • Total amount paid by each Northern Ireland council to suppliers • Total number of invoices • Number of invoices paid within 10 working days • Number of invoices paid within 30 calendar days • Number of invoices paid outside 30 calendar days <p>Adherence to the policy is not mandatory for councils, but in a letter issued to council Chief Executives in October 2013, the Department of Environment's Local Government Policy Division said that: 'District councils are encouraged to pay suppliers as promptly as possible and to endeavour to meet the 10 day prompt payment commitment made by Northern Ireland Executive in response to the current economic position'.</p>
2.0	Key issues
2.1	<p>The COVID-19 pandemic has had a clear impact on the payment of invoices at Newry, Mourne and Down District Council. In 2019/20 the Council paid 90% of invoices within the payment period of 30 calendar days, compared to 86% for 2020/21.</p> <p>Q1 2021-22: The Council paid 5,085 invoices in total, 92% were paid within the 30-day period, with 8% of which were paid outside the payment period of 30 calendar days. The average number of days to pay suppliers decreased to 20 days.</p> <p>Q2 2021-22: The Council paid 4,050 invoices in total, 88% were paid within the 30-day period, with 12% of which were paid outside the payment period of 30 calendar days. The average number of days to pay suppliers decreased to 23 days.</p> <p>Q3 2021-22: The Council paid 4,169 invoices in total, 94% were paid within the 30-day period, with 6% of which were paid outside the payment period of 30 calendar days. The average number of days to pay suppliers decreased to 19 days.</p>

2.2	<p>Quarter 4 - 1 January 2022 to 31 March 2022</p> <table border="1" data-bbox="261 300 1445 591"> <thead> <tr> <th></th> <th>Paid within 10 days</th> <th>Paid within 30 days</th> <th>Paid outside payment period</th> <th>Total invoices</th> </tr> </thead> <tbody> <tr> <td>Number of Invoices</td> <td>553</td> <td>3301</td> <td>835</td> <td>4,136</td> </tr> <tr> <td>Percentage</td> <td>13%</td> <td>80%</td> <td>20%</td> <td>100%</td> </tr> <tr> <td>Value</td> <td>£2,355,191</td> <td>£11,519,854</td> <td>£3,675,647</td> <td>£15,195,501</td> </tr> <tr> <td colspan="3">Average number of days to pay suppliers: 29</td> <td colspan="2">Performance trend: ↓</td> </tr> </tbody> </table>		Paid within 10 days	Paid within 30 days	Paid outside payment period	Total invoices	Number of Invoices	553	3301	835	4,136	Percentage	13%	80%	20%	100%	Value	£2,355,191	£11,519,854	£3,675,647	£15,195,501	Average number of days to pay suppliers: 29			Performance trend: ↓	
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2.3	<p>Quarter 4 statistics</p> <p>Quarter 4 statistics have fallen significantly from the previous quarter. The reason for the regression is due to the implementation of the new P2P system. Finance were running two payment systems side by side. However, from 1 July, all invoices will be processed via the new Purchase to Pay system (except for stock orders). Further training has also been rolled out to staff on the new P2P system.</p> <p>Statistics should steadily improve from Quarter 1 onwards.</p>																									
3.0	<p>Recommendations</p>																									
31	<p>To note:</p> <ul style="list-style-type: none"> The Q4 2021-22 Prompt Payment statistics. 																									
4.0	<p>Resource implications</p>																									
4.1	<p>The Accounts Payable Team provide statistics to the Department for Communities on a quarterly basis.</p>																									
5.0	<p>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</p>																									
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>																									
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p>																									

	<p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p> <p>Consultation not required.</p>
6.0	<p>Due regard to Rural Needs (please tick all that apply)</p>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	<p>Appendices</p> <p>None</p>
8.0	<p>Background Documents</p> <p>None</p>

Report to:	Audit Committee
Date of Meeting:	19 July 2022
Subject:	Assurance Framework and Annual Governance Statement
Reporting Officer (Including Job Title):	Gerard Byrne – Assistant Director of Finance & Performance
Contact Officer (Including Job Title):	Gerard Byrne – Assistant Director of Finance & Performance

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

For decision	For noting only	X
1.0	Purpose and Background	
1.1	The purpose of this paper is to explain to Members the key elements of the 'year-end' process and the 'assurance framework' that the Council developed to help ensure that the Council complies with statutory requirements and Members and senior officers can have effective, ongoing oversight of the Council's governance and assurance arrangements.	
1.2	The Assurance Framework and Code of Governance at Appendix 1 are used to inform Council's Governance Statement within our Statement of Accounts.	
2.0	Key issues	
2.1	<u>Assurance Framework</u> The Council's Assurance Framework is summarised at Appendix 1. It demonstrates how different sources of assurance and related key elements / control measures combine to enable the Council to monitor its governance arrangements and produce the evidence to support its Annual Governance Statement. The diagram shows how the Council's Audit Committee, the Strategic Policy and Resources Committee and Council provide oversight of these governance arrangements.	
2.2	<u>Annual Governance Statement 2021/22</u> The Council has a statutory responsibility to annually prepare and publish an Annual Governance Statement as part of the Financial Statements. Many different processes inform the preparation of the Statement as can be seen from the Assurance Framework at Appendix 1. The Annual Governance Statement for 2021/22 is presented at item number 9. It will be incorporated into the unaudited statement of accounts and will be subject to review by the NIAO as part of their annual audit.	
3.0	Recommendations	
3.1	Members are asked to note the Council's Assurance Framework and the Code of Governance, illustrated and described at Appendix 1.	

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

7.0	Appendices
	Appendix 1: Appendix 1 – NMDDC Assurance Framework (including Code of Governance)
8.0	Background Documents
	Agenda Number 9 – Annual Governance Statement

Newry, Mourne and Down District Council

Assurance Framework



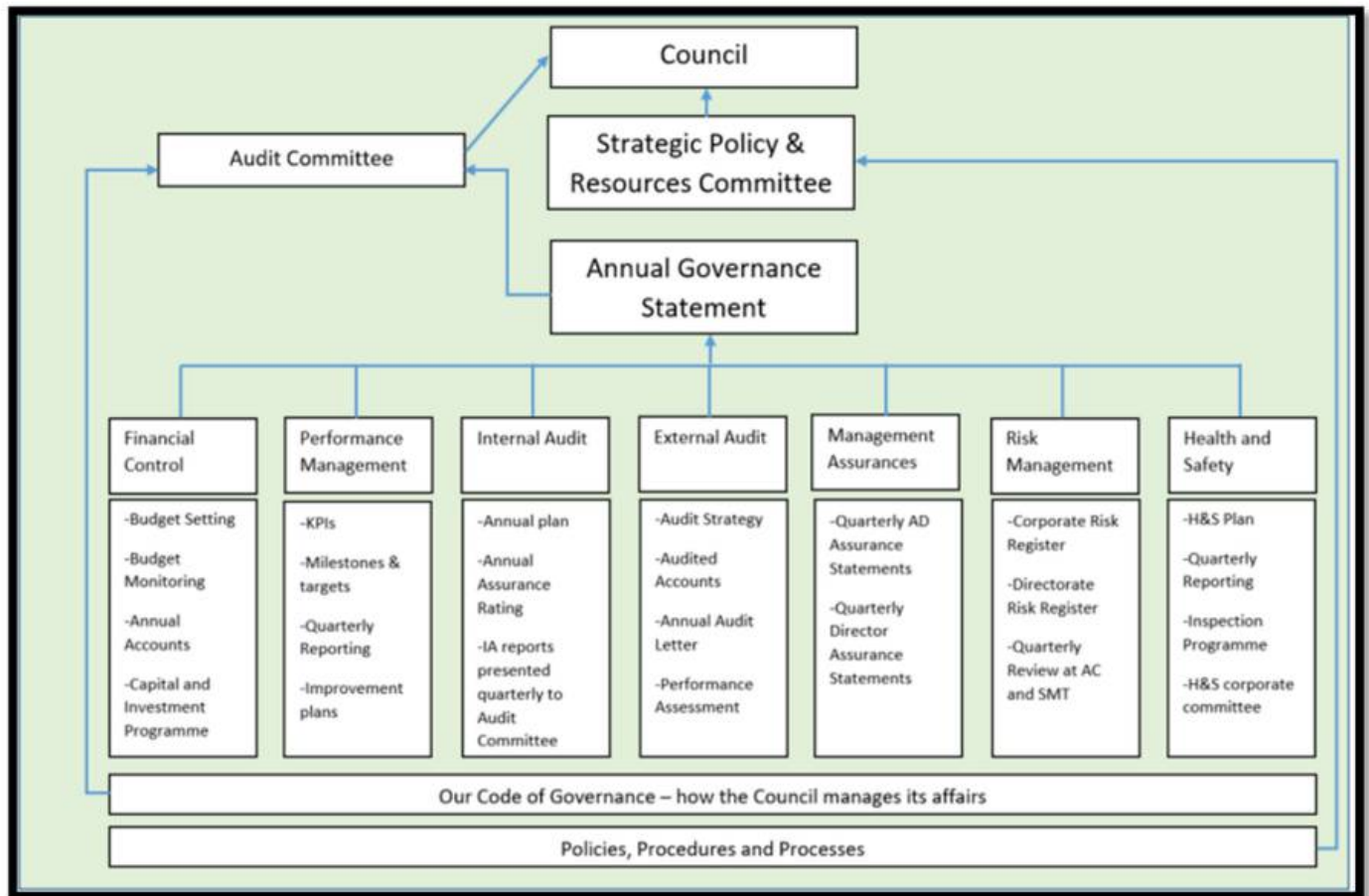
Effective Date: June 2019

Version 3.0

Policy Control

Policy Title	Assurance Framework
Departmental Ownership	Corporate Services
Document Owner	Dorinnia Carville, Director of Corporate Services
Officer Responsible	Gerard Byrne, Audit Services Manager
Date of Approval	Audit Committee – 3 July 2019 Council – 5 August 2019
Date of Last update	June 2021
Updated by	Gerard Byrne, Audit Services Manager
Date of next Review	June 2022
Location where document is held and referenced	Shared Drive and NMDDC Website

Key Components of the Councils Assurance Framework



Description of Key Elements the Council’s Assurance Framework

The diagram shows how different sources of assurance and related key elements / control measures combine to enable the Council to monitor its governance arrangements and produce the information which enables the Council to prepare their Annual Governance Statement. The diagram also shows how the Council’s Audit Committee, the Strategic Policy and Resources Committee (SP&R) and Council provide oversight of these governance arrangements. The key elements of the framework are described below.

Financial Control

A Financial Report for the year ended 31 March is prepared annually and submitted to the Department for Communities by 30 June. The report is then audited by the Northern Ireland Audit Office (NIAO) and published by 30 September each year (after approval by Committee). There is a budgetary control process including budget setting, budget monitoring and budget reporting. Senior Management Team (SMT), Corporate Management Team (CMT) and Strategic Policy and Resources (SP&R) Committee challenge the process corporately when budgets are approved annually and performance is reported quarterly.

Standing Committees are also responsible for challenging and approving their annual budget and subsequently scrutinizing their budget performance at the end of each quarter in the following financial year.

Performance Management

The Council's performance management framework supports the implementation of the corporate and directorate plans through regular monitoring, reporting and review and, in future, will support monitoring / reporting on Community Planning outcomes. These plans set out what the Council intends to deliver over the course of the year and through the performance framework regular performance reports are produced detailing progress against key milestones and targets.

These reports are considered by Directorate Management Teams and the CMT and actions for improvement are agreed. These arrangements are also designed to ensure that the Council meets its statutory duties in relation to performance improvement and our performance and related plans are subject to annual NIAO audit.

Internal Audit

Internal auditing is an independent and objective assurance designed to add value and improve an the Councils operations. The Council has an Audit Services Manager, who liaises with the fully independent specialist Auditing contractor who prepares an annual Strategy and Plan of work designed to ensure that:

- there is a robust system of internal audit of key Council activities and processes through a plan of work which affords suitable priority to the Council's objectives and risks
- there is a process of ensuring improvements to the Council's control environment, by providing management with advice, training and recommendations to improve risk management, governance and control arrangements, including the formal monitoring of the implementation of audit recommendations
- the specialist Auditing Contractor will be in a position to provide, at the end of each year, a professional, evidence-based opinion on the adequacy of the Council's risk management, control and governance arrangements which, in turn, will support the preparation of the Council's Annual Governance Statement
- the Council meets its legislative responsibilities for internal control, risk management and internal audit.

External Audit

Each year, the Local Government Auditor (LGA), the NIAO, completes an audit of the Council's accounts in accordance with legislation and the Local Government Code of Audit Practice issued by the Chief LGA. The LGA Annual Report sets out their opinion on the Council's financial statements and is included within the annual Financial Report.

The NIAO also examines annually whether the Council has proper arrangements in place to secure economy, efficiency and effectiveness in the use of resources and that public money is properly accounted for and undertakes an annual audit and assessment of the Council's performance improvement arrangements. Their findings are summarised in an Annual Audit Letter, a Performance audit report and a Report to those Charged with Governance.

Assurances from Management & Governance Statement

Each quarter, Assistant Directors provide their Director with a Quarterly Assurance Statement. The Directors in turn then prepare a quarterly assurance statements for the Chief Executive. The Assurance Statements confirms:

- Their responsibility for ensuring that there is a sound risk management and internal control system which supports the achievement of the corporate and directorate objectives.
- Compliance with the risk review process and outlining progress to manage key risks and highlight any significant governance issues that should be considered by SMT for inclusion within the Council's Annual Governance Statement.

Risk Management

There is an agreed risk management strategy which sets out the processes the Council has put in place to manage risk. Risk registers and risk action plans are in place at corporate, directorate and project level and are recorded on the corporate risk management system, GRACE Governance Solutions. There is reporting to CMT, SMT and the Audit Committee on risk management.

National Fraud Initiative (NFI)

NFI is a UK-wide counter-fraud exercise. In Northern Ireland, the exercise is undertaken by the Comptroller and Auditor General for Northern Ireland (C&AG) under his statutory data matching powers set out in Article 4 of the Audit and Accountability (Northern Ireland) Order 2003. The C&AG works in collaboration with the Cabinet Office, Audit Scotland and Audit Wales, which undertake the NFI exercise in England, Scotland and Wales respectively.

The NFI uses computerised techniques to compare information about individuals, held by different public bodies and on different financial systems, which might suggest the existence of fraud or error. It means that public bodies can take action if any fraud or error has taken place, and it allows auditors to assess the fraud prevention arrangements which those organisations have in place.

The Audit Services Manager coordinates this bi annual exercise to ensure Council complies with its statutory duties and to ensure Council controls are effective to assist in preventing and detecting fraud and error.

Health and Safety (H&S)

The Council has an H&S Policy in place with an associated Organisation Structure and Arrangements to deliver on the Policy. The Corporate Health and Safety Unit reports on a quarterly basis to a senior management H&S Assurance Board and then on to the Audit Assurance Board and Audit & Risk Panel on compliance and strategic matters regarding the Council's health and safety management system. Operational matters are dealt with through the quarterly H&S Committee structure. Routine reports include information on performance against health and safety targets, accident statistics, policy changes, legislative changes and emerging health and safety issues. The Corporate H&S Unit deliver an annual programme of health and safety inspections, audits and training to monitor and support the management system. Risk assessments are in place at an operational level to identify and manage health and safety risks.

Code of Governance

Underlying our Assurance Framework is our Code of Governance. The Council is committed to the principles of good governance and our Code of Governance is a public statement of that commitment. Our Code has been prepared in line with best practice and a summary is contained in the Annual Governance Statement, see appendix 1 for further detail.

Policies, procedures and processes

Policies, procedures and processes are designed to underpin day-to-day operations. All policies are controlled centrally by the Head of Corporate Policy.

Audit Committee

Its purpose is to provide an independent assurance on the adequacy of the Council's risk management framework and associated control environment.

Strategic Policy & Resources Committee (SP&R)

The SP&R Committee also oversees directly the financial management / stewardship of the Council.

Code of Governance

Introduction

Governance arrangements in the public sector are keenly observed and sometimes criticised. We need to ensure that we meet the highest standards and that our governance arrangements are not only sound but are seen to be sound.

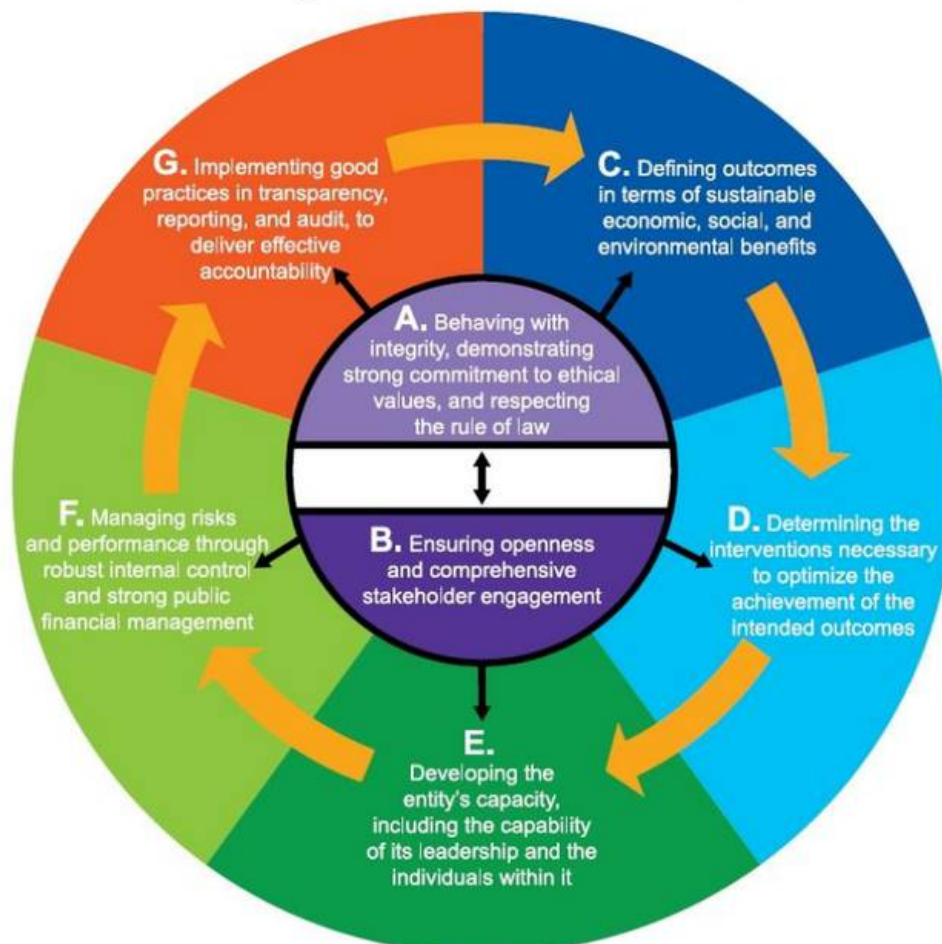
Governance is about how Newry, Mourne and Down District Council (NMDDC) ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, and cultures and values, by which Council is directed and controlled and through which it accounts to, engages with and, where appropriate, leads its community.

The CIPFA Solace 'Delivering Good Governance in Local Government: A Framework' was issued in April 2016 and represents best practice for developing and maintaining a local code of governance and applies to annual governance statements prepared for the 2018/19 financial year onwards.

NMDDC is committed to the principles of Good Governance and has developed this Code of Governance to demonstrate this commitment. This Code will be updated and approved by the Audit Committee on an annual basis.

The 7 Principles of Good Governance

Achieving the Intended Outcomes While Acting in the Public Interest at all Times



A. Behaving with integrity

- Shared values communicated via community plan, corporate plan and key strategies
- Mandatory Code of Conduct for Councillors
- NI charter for Elected Member Development
- Staff Code of conduct
- Council Constitution including Standing Orders, Financial Regulations and Scheme of Delegation
- Council Anti-Fraud Policies and Fraud Response Plan
- Council participate in the National Fraud Initiative – Bi annual data matching exercise
- Council Whistleblowing Policy
- Gifts and Hospitality Policy
- Declarations of interest
- Conflicts of Interest Policy

B. Ensuring Openness

- Council and Committee meetings open to the public
- Council and Committee agendas and minutes displayed on the Council web site
- Consultation and engagement with staff and trade unions
- Annual financial report published on the Council's web site
- Access to Information Policy and Procedure
- Council Magazine, 'NMD Connect' published annually
- Community Plan and Local Development Plan

C. Defining Outcomes

- Community Plan 'Living well together'
- Corporate and Directorate Plans
- Leisure Transformation - Newry Leisure Centre and Down Leisure Centre Provision
- Organisational Development
- Tourism Development and Marketing Strategy
- Performance Improvement Plans
- Local Development Plan

D. Optimising the achievement of outcomes

- Corporate and Directorate plans
- Constitution
- Strategic financial planning
- Risk Management Policy

E. Developing Capacity and Capability

- Organisational Development
- Harmonisation of policies
- Development of a joint Employee Relations consultation and negotiating policy
- Elected Members Development Charter/Member Leadership Programme

F. Finance, Performance and Risk Management

- Financial Regulations
- Risk Management Policy
- Audit Committee
- Audit Services Manager who liaises with a fully independent outsourced Internal Audit firm
- Annual Internal Audit Strategy and Plan

- Data Protection policy and procedures
- Director and Assistant Director quarterly Assurance reporting
- Independent Audit Committee Chairperson

G. Transparency, Reporting and Effective Accountability

- NMDDC website
- Publication of key reports including Annual Accounts, Annual Governance Statement and Performance Improvement Report
- Committee support framework
- Monitoring of all Internal and External Audit recommendations and quarterly updates to the Audit Committee.

Compliance with the Code

This Code of Governance is supported by Policies, Procedures and Systems that determine and control how the Council manages its affairs. **Appendix B** provides more detail, demonstrating how the Council currently complies with the Code.

Monitoring and Review

Our governance arrangements are reviewed annually to ensure that they are adequate and operating effectively in practice. The results of these reviews are reported to the Audit Committee and inform the preparation of our Annual Governance Statement which forms part of our published financial report.

Internal Audit will undertake reviews of the Councils governance arrangements to ensure they are adequate and operating effectively in practice.

Appendix B

Core Principle A: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law	
Supporting Principles	How we meet these principles
A.1 Behaving with integrity	<ul style="list-style-type: none"> ➤ Mandatory Code of Conduct for Councillors – The NI code of Local Government Conduct for Members ➤ Code of conduct for NMDDC staff ➤ NI Charter for Elected Member Development ➤ Declarations of interest a standing agenda item for Council/Committee meetings ➤ Conflicts of Interest Policy ➤ Annual Mandatory declarations of Interest to be completed by staff down to Head of Service grade. Voluntary declarations to be completed by other staff ➤ Council minutes include whether any declarations of interests have been made ➤ Fraud and Whistleblowing policies in place ➤ Council participate in the National Fraud Initiative – Bi annual data matching exercise ➤ Gifts and Hospitality Policy with each Department maintaining a register (Director's secretaries record all declarations) ➤ Members approve the: <ul style="list-style-type: none"> ▪ Constitution ▪ Standing Orders and Financial Regulations ▪ Codes of Conduct ➤ Members approval of the Community and Corporate Plans ➤ Scheme of Delegation ➤ Party Group Leaders Forum ➤ Members Training and Workshops ➤ Shared values communicated through the Community Plan, Corporate Plan and the Annual Performance Improvement Plan ➤ Open and transparent committee system and reporting
A.2 Demonstrating strong commitment to ethical values	<ul style="list-style-type: none"> ➤ Mandatory Code of Conduct for Councillors ➤ Register maintained of Members' declarations of interest ➤ Register maintained of Officers' declarations of interest ➤ Ethical requirements of Professional Standards ➤ Standing Orders ➤ Register maintained of Members' declarations of interest ➤ Ongoing monitoring and reporting through Internal Audit and Risk Management processes ➤ Systems and processes for financial administration ➤ Partners and Contractors required to comply with relevant policies ➤ Policies in place which demonstrate our commitment to ethical values includes: <ul style="list-style-type: none"> ▪ Equality Scheme and Equality Action Plan

Core Principle A: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law	
Supporting Principles	How we meet these principles
	<ul style="list-style-type: none"> ▪ Equality and Diversity Framework ▪ Good Relations Forum ▪ Disability Action Plan ▪ Data Protection Policy ➤ Robust Equality Screening process ➤ Letters of Offer issued with Grants ➤ Monitoring arrangements ➤ Procurement guidance and policy
A.3 Respecting the rule of law	<ul style="list-style-type: none"> ➤ Council Constitution ➤ Updated Financial Regulations ➤ Updated Standing Orders ➤ Register maintained of Members' declarations of interest ➤ Register maintained of Officer' declarations of interest ➤ Operating Protocol for Planning Committee ➤ Council Anti-Fraud Policy and Fraud Response Plan ➤ Council participate in the National Fraud Initiative – Bi annual data matching exercise ➤ Council Whistleblowing Policy ➤ Gifts and Hospitality Policy ➤ Qualified majority voting and Call-In process in operation in accordance with the Local Government Act 2014 ➤ External expert legal and other professional advice sought when necessary. ➤ Fraud and Whistleblowing investigations undertaken ➤ HR Disciplinary processes.

Core Principal B: Ensuring openness and comprehensive stakeholder engagement

Supporting Principles	How we meet these principles
B1: Openness	<ul style="list-style-type: none"> ➤ Council meetings are open to the public and members of the media ➤ Council's web site provides up-to-date information regarding: <ul style="list-style-type: none"> ▪ Council activities ▪ Policies ▪ Reports issued ➤ Use of Social Media ➤ Council Magazine – 'NMD Connect' published annually ➤ Internal Communications issued via Chief Executives' briefs ➤ Consultation with stakeholders regarding the Community and Performance Improvement Plans ➤ Community Planning Process ➤ Corporate Complaints Procedure ➤ Customer Service Standards in Draft format – to be brought through Council Summer 2019. ➤ Council minutes are published on the website ➤ Standard pro forma for all Committee reports. ➤ Annual Performance Improvement Plan published on the web site. ➤ Categories for 'confidential business' for Committee ➤ Staff Consultations ➤ Access to Information Policy and Procedure
B2: Engaging comprehensively with institutional stakeholders	<ul style="list-style-type: none"> ➤ A co-ordinated and strategic approach to community engagement and involvement that enables partners to bring together their community engagement work and plans and connects Members, community and citizen engagement and partnership decision making ➤ Local Development Planning ➤ Community Planning Process ➤ Monthly Community Planning team meetings ➤ Community planning partnership meets 3 times per year ➤ Community Plan Statutory Partners ➤ Place Shaping Agenda ➤ Ongoing engagement with Trade Unions

<p>B3: Engaging with individual citizens and service users effectively</p>	<ul style="list-style-type: none"> ➤ Community Plan developed following consultation with Statutory Partners, stakeholders and the public ➤ Local Development Plan ➤ Annual Performance Improvement Plan
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Core Principal C: Defining outcomes in terms of sustainable economic, social and environmental benefits

Supporting Principles	How we meet these principles
<p>C1: Defining Outcomes</p>	<ul style="list-style-type: none"> ➤ 'Living well Together' the Districts Community Plan 2017-2030 ➤ The Corporate Plan will be driven by priorities set out in the 'Living Well Together' Community Plan ➤ Annual Performance Improvement Plan ➤ Corporate Planning Framework for the development of the 2019-2023 Corporate Plan ➤ Transformation programme being developed which will include detailed service reviews ➤ Treasury Management ➤ 4-year Capital Programme ➤ Prudential Financial Framework ➤ Local Development Plan ➤ Annual Directorate Business Plans ➤ Sports Facilities Strategy Document ➤ NMDDC Tourism Strategy 2017-2022 ➤ Tourism Marketing Plan ➤ Tourism Experience Brochure
<p>C2: Sustainable economic, social and environmental benefits</p>	<ul style="list-style-type: none"> ➤ 'Living well Together' the Districts Community Plan 2017-2030 ➤ Annual Performance Improvement Plan ➤ Local Development Plan ➤ New Corporate Plan will be driven by priorities set out in the Community Plan ➤ Corporate Planning Framework for the development of the 2019-2023 Corporate Plan ➤ Local Development Plan – Preferred Options Papers ➤ Risk Management processes ➤ Policy Officer ➤ Established processes for governance, management and administration of grants ➤ Equality Impact Assessments ➤ EQIA completed for all policies

Core Principal D: Determining the interventions necessary to optimise the achievements of the intended outcomes/

Supporting Principles	How we meet these principles
D1: Determining interventions	<ul style="list-style-type: none"> ➤ Evidence and Research team support the Council in the development of a data and evidence based approach to support the creation of the Community Plan, Local Development Plan and key related strategies. ➤ Ongoing consultation and engagement with the public, stakeholders and the community and voluntary sectors. ➤ Ongoing consultation and engagement with the public and key stakeholders ➤ Professional advice sought when required ➤ Transformation programme being developed which will include detailed service reviews
D2: Planning interventions	<ul style="list-style-type: none"> ➤ Planning processes encompassing Community, Corporate and Performance Improvement Plans ➤ Community Planning engagement framework completed through thematic groups via the DEA's ➤ Local Development Plan ➤ Strategic Planning Framework ➤ Directorate business plans ➤ Performance Improvement Plans including KPI's ➤ Risk Management processes ➤ Budgetary Control including a rolling 4 year capital plan ➤ Monthly Management accounts ➤ Financial planning ➤ Estimates process including Efficiency Working Group ➤ Performance Indicators ➤ Transformation programme being developed which will include detailed service reviews ➤ Medium term financial planning ➤ Financial management of capital programme ➤ Treasury Management Strategy and Prudential Indicators
D3: Optimising achievement of intended outcomes	<ul style="list-style-type: none"> ➤ Financial reporting ➤ Reporting to the Strategic Policy and Resources Committee ➤ Treasury Management ➤ Estimates Process ➤ Budgetary Reporting ➤ MRP Policy ➤ Estimates Process ➤ Council/Committee Reporting ➤ Community Plan ➤ Local Development Plan

Core Principal E: Developing the entity's capacity, including the capability of its leadership and the individuals within it

Supporting Principles	How we meet these principles
<p>E1: Developing the entity's capacity</p>	<ul style="list-style-type: none"> ➤ Organisational Development ➤ Transformation programme being developed which will include detailed service reviews ➤ Performance Improvement Plan ➤ Annual NIAO Improvement Audits and Assessments of Council ➤ Monitoring of the performance of the delivery of Council Improvement Objectives to ensure compliance with the performance improvement requirements of part 12 of the Local Government (NI) Act 2014 ➤ Directors and Assistant Directors quarterly assurance statements ➤ Community Plan Statutory Partners ➤ Service Level Agreements
<p>E2: Developing the capability of the entity's leadership and other individuals</p>	<ul style="list-style-type: none"> ➤ Group Party Leaders Meetings ➤ Induction Training and Learning and Development Programme for Members ➤ Member Development Charter ➤ Scheme of Delegation ➤ Audit Committee undertake an annual self-assessment exercise against CIPFA standards ➤ Planning Scheme of Delegation ➤ CE Job Description/Specification and Appraisal Scheme ➤ Terms and conditions of employment ➤ Capacity building around the Code of Conduct ➤ Performance Improvement consultation ➤ Consultation on major Council strategies ➤ Performance Improvement Plan ➤ Directorate business plans ➤ Project Plans ➤ Corporate Management Team Meetings ➤ Continuing Professional Development ➤ Corporate Health & Safety ➤ Occupational Health Service including Westfield Health ➤ All staff have access to leisure facilities ➤ A number of post related to improving health and wellbeing in the district (i.e. Exercise referral coordinator, GP referral coordinator, Macmillan move more coordinator and Age friendly Coordinator)

Core Principle F: Managing risks and performance through robust internal control and strong financial management	
Supporting Principles	How we meet these principles
F1: Managing risk	<ul style="list-style-type: none"> ➤ Risk Management Policy ➤ Risk Management software system ➤ SMT update Corporate Risk Register quarterly and present to audit Committee ➤ Directorate risk registers updated bi-annually ➤ Director and Assistant Director Quarterly Assurance Statements
F2: Managing performance	<ul style="list-style-type: none"> ➤ Annual NIAO Audit and Assessment Reports ➤ Annual Performance Improvement Plans ➤ Directorate business plans ➤ Agreed pro forma for Committee reports showing option appraisals and implications. ➤ Regular reporting of financial information to the SP&R committee ➤ Legal and professional advice obtained as necessary ➤ The SP&R and Audit Committee oversees and monitors performance management, processes, systems and related arrangements. ➤ The SP&R Committee oversees and monitors structures, governance arrangements and financial information. ➤ Performance Improvement updates ➤ Financial Management ➤ Risk Management processes and reporting ➤ Budgetary reporting
F3: Robust internal control	<ul style="list-style-type: none"> ➤ Directorate Business Plans ➤ Risk Management Policy and processes ➤ Risk registers in place and linked to objectives ➤ Audit Services Manager in place who liaises with a fully independent internal audit firm ➤ Independent External Review of Internal Audit every 5 years. ➤ Internal Audit planning ➤ Risk based auditing ➤ Recommendation tracker to monitor all Internal Audit recommendations ➤ Council Fraud Policy and Fraud Response Plan ➤ Council Whistleblowing Policy ➤ Council participate in the National Fraud Initiative – Bi annual data matching exercise ➤ Gifts and Hospitality Policy ➤ Directors and Assistant Director Quarterly Assurance Statements ➤ Annual Governance Statement ➤ Audit Committee with an independent Chairperson

Core Principle F: Managing risks and performance through robust internal control and strong financial management

Supporting Principles	How we meet these principles
F4: Managing data	<ul style="list-style-type: none"> ➤ Data Protection Policy ➤ Data Protection training ➤ IT Transformation Project underway ➤ Access controls in place on Council network ➤ Secure physical access to Council buildings and IT server rooms
F5: Strong public financial management	<ul style="list-style-type: none"> ➤ Rates Estimates process ➤ Annual Budget setting process and Budgetary reporting systems ➤ Financial management detailed in Directorate Business Plans ➤ Prudential Framework ➤ Compliance with CIPFA's Code on a Prudential Framework for Local Authority Capital Finance and CIPFA's Treasury Management Code ➤ Transformation programme being developed which includes detailed service reviews ➤ All Committee reports include financial implications ➤ Financial Regulations

Core Principal G: Implementing good practices in transparency, reporting and audit to deliver effective accountability

Supporting Principles	How we meet these principles
G1: Implementing good practice in transparency	<ul style="list-style-type: none"> ➤ Annual Financial Report published on the Council's website. ➤ The Financial Report and accounts are prepared in line with the Code of Practice on Local Authority Accounting the UK ➤ The Council web site provides the public with up to date information ➤ Standard Committee report template
G2: Implementing good practices in reporting	<ul style="list-style-type: none"> ➤ Annual Accounts published on the Council's web site ➤ Established timescale for submission and approval of annual accounts ➤ Performance Improvement – Annual Audit and Assessment Reports ➤ Publication of statutory performance indicators in line with the Local Government (Northern Ireland) Act 2014 ➤ Annual Governance Statement reviewed by Chief Executive and published on Council's website ➤ Council Committees consider and approve reports which are ratified by full Council ➤ Review of Corporate Governance carried out by Internal Audit ➤ Service Level Agreements ➤ The Annual Accounts are prepared in line with the Code of Practice on Local Authority Accounting in the UK based on International Financial Reporting Standards and the Department of Communities Accounts Direction. ➤ Committee reports presented by Senior Officers
G3: Assurance and effective accountability	<ul style="list-style-type: none"> ➤ All NIAO recommendations are included on the recommendation tracker with updates reported to Audit Committee ➤ All NIAO (External Audit) reports presented to the Audit Committee ➤ Audit Services Manager in place who liaises with fully independent Internal Audit firm ➤ External audit completed by NIAO ➤ NIAO Proper Arrangements Audit ➤ Internal Audit annual review of effectiveness ➤ Community Planning Statutory Partners ➤ The Local Government (Community Planning Partners) Order (Northern Ireland) 2016 ➤ Service Level Agreements ➤ Contract Management ➤ Directorate Business Plans in place which contain key corporate actions, risk actions and performance indicators

Report to:	Audit Committee
Date of Meeting:	19 July 2022
Subject:	Performance Improvement Plan 2022-23
Reporting Officer (Including Job Title):	Dorinnia Carville – Director: Corporate Services
Contact Officer (Including Job Title):	Kate Bingham – Head of Performance and Improvement

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

	For decision	For noting only	X
1.0	Purpose and Background		
1.1	<p>The purpose of this report is to recommend the final version of the Performance Improvement Plan 2022-23. This plan is supported by the Consultation and Engagement Report 2022-23 and Delivery Plans which have been developed for each Performance Improvement Objective 2022-23.</p> <p>The Performance Improvement Plan was approved by the Strategy, Policy and Resources Committee on 16 June 2022 and published on the Council's website before 30 June 2022, in order to meet the statutory timescale.</p>		
1.2	<p>Part 12 of the Local Government (NI) Act 2014 sets out a General Duty of Improvement for local government, whereby all District Councils are required to put in place arrangements to secure continuous improvement in the exercise of their functions. Each financial year, Councils are required to set performance improvement objectives for the services they provide. The guidance states that performance improvement is more than quantifiable gains in service output or efficiency, or in the internal effectiveness of an organisation. Improvement should focus on activity that enhances the sustainable quality of life and environment for communities.</p>		
1.3	<p>The Performance Improvement Plan is a key strategic document which drives all improvement activity across the organisation. It features within the Business Planning and Performance Management Framework and is directly aligned to the Community Plan, Corporate Plan and Directorate Business Plans.</p>		
2.0	Key issues		
2.1	<p>In accordance with statutory requirements, the Council is required to publish the Performance Improvement Plan by 30 June 2022. The Performance Improvement Plan 2022-23 is attached at Appendix 1, and includes the following information:</p> <ul style="list-style-type: none"> • Performance improvement objectives 2022-23 • Statutory performance indicators and standards for economic development, planning and waste management • Self imposed performance indicators, as outlined in the Corporate Plan 2021-23 		
	Public Consultation and Engagement 2022-23		
2.2	<p>The development of the performance improvement objectives 2022-23 is based on a robust and reliable evidence base which includes:</p>		

	<ul style="list-style-type: none"> • 764 responses to the Residents Survey (September 2018) • 581 individuals engaged in the consultation on COVID-19 and the draft Corporate Plan 2021-23 (September 2020) <p>This was supplemented by an eight week public consultation and engagement process around the proposed performance improvement objectives 2022-23, which took place between 21 March – 16 May 2022 and consisted of the following elements:</p> <ul style="list-style-type: none"> • 19 responses to the survey on the draft performance improvement objectives, published through the Speak NMD platform • Engagement with 94 stakeholders through the DEA Forums, Newry and Mourne Youth Council and Cedar Foundation <p>Overall, the feedback from the consultation and engagement process revealed widespread support for the proposed performance improvement objectives, as outlined in Appendix 2.</p>
<p>Objective Delivery Plans 2022-23</p>	
<p>2.4</p>	<p>Delivery plans for each performance improvement objective have been developed, as outlined in Appendix 3. They seek to demonstrate how the Council will manage the effective delivery of each objective, in terms of resources, risk management and governance arrangements. These plans are a 'work in progress' and will be reviewed and updated on a continuous basis to support the delivery of each performance improvement objective.</p>
<p>3.0</p>	<p>Recommendations</p>
<p>3.1</p>	<p>To note:</p> <ul style="list-style-type: none"> • The Performance Improvement Plan 2022-23 (including the five performance improvement objectives), Consultation and Engagement Report 2022-23 and Objective Delivery Plans 2022-23.
<p>4.0</p>	<p>Resource implications</p>
<p>4.1</p>	<p>There are no financial resource implications within this report.</p>
<p>5.0</p>	<p>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</p>
<p>5.1</p>	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
<p>5.2</p>	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p>

	<p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input checked="" type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input checked="" type="checkbox"/></p> <p><i>Rationale:</i> At the Strategy, Policy and Resources Committee meeting in March 2022, it was agreed to implement an eight week consultation and engagement process, in order to meet the statutory deadline of 30 June 2022 for publishing the Performance Improvement Plan.</p>
6.0	<p>Due regard to Rural Needs (please tick all that apply)</p>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input checked="" type="checkbox"/></p>
7.0	<p>Appendices</p> <ul style="list-style-type: none"> • Appendix 1 – Performance Improvement Plan 2022-23 • Appendix 2 – Consultation and Engagement Report 2022-23 • Appendix 3 – Objective Delivery Plans 2022-23
8.0	<p>Background Documents</p> <p>Performance Improvement Plans 2017-18, 2018-19, 2019-20 and 2020-21</p>

Performance Improvement Plan 2022-23



Comhairle Ceantair
**an Iúir, Mhúrn
agus an Dúin**

**Newry, Mourne
and Down**

District Council

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An Cathaoirleach
Chairperson
Councillor Michael Savage



An
Príomhfheidhmeannach
Chief Executive
Marie Ward

Foreword

Welcome to Newry, Mourne and Down District Council's Performance Improvement Plan 2022-23. Following another challenging year for us all, which was dominated by the impact of the COVID-19 pandemic, when we look back, we can be proud of our achievements.

The Council worked tirelessly to deliver essential services and implement the performance improvement objectives. Our residents and visitors continued to re-connect with the natural beauty of the District and we recorded over 1.6m visits at Kilbroney Park, Slieve Gullion Forest Park and Warrenpoint Municipal Park. We retained blue flag accreditation for our beaches, supported 94 community clean ups and issued more fixed penalty notices to address environmental crime than in previous years.

Through our economic development programmes, we supported 423 local businesses and social enterprises and helped to create 235 local jobs. We improved the processing times of local planning applications and we hope to achieve further improvements following the implementation of the new electronic planning system later this year. Through the Financial Assistance Scheme, we awarded over £1.5m to local community

groups to deliver a range of projects which 54,908 people benefitted from.

However, whilst much has been achieved, there is still more to do to make Newry, Mourne and Down a great place to live, work, visit and invest in. Through this year's performance improvement objectives, we will continue to focus on what matters most to you - improving the quality of our parks and open spaces, growing the local economy, improving the cleanliness of our District, building the capacity of local communities and improving the performance of our Planning Service.

We remain confident that the Council will continue to improve the quality of life for all local communities and build a District we can all be proud of.

Introduction

Part 12 of the Local Government Act (NI) 2014 sets out a General Duty of Improvement for local government, whereby all district councils must put in place arrangements to secure continuous improvement in the exercise of their functions. The Council is required to set annual improvement objectives for the services it provides and to have in place arrangements to achieve these objectives. The Council recognises 'improvement' to mean activity that enhances the sustainable quality of life and environment for ratepayers and communities.

The performance improvement objectives do not describe every improvement the Council plans to make during 2022-23. Alternatively, they provide an overview of how the Council will address the issues which matter most to local communities. The Performance Improvement Plan outlines the Council's objectives for improvement, how performance will be measured and what positive outcomes stakeholders can expect as a result of improvement activity. It represents the Council's commitment to achieving continuous improvement in the delivery of key services.

Performance Improvement Objectives 2022-23

- 1. We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces**
- 2. We will grow the economy by supporting local businesses and creating new jobs**
- 3. We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents**
- 4. We will build the capacity of local communities through the Financial Assistance Scheme**
- 5. We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme**

These objectives have been developed within the context of the Business Planning and Performance Management Framework. They are:

✓	Linked to the Community Plan, Corporate Plan and Directorate Business Plans
✓	Based on a robust and reliable evidence base, including performance trends
✓	Aligned to the seven strategic aspects of improvement
✓	Legitimate, clear, robust, deliverable and demonstrable

Our District, Our Organisation, Our Performance



Ceannairde Contair an Iúir, Mhúrn agus an Dúin
Newry, Mourne and Down
District Council

District

- Population: 181,669
- Households: 67,735
- 7 District Electoral Areas
- 41 Elected Members
- 1,000+ employees
- 87% of residents are satisfied with the Council



Community

- Life expectancy: Male: 79.3 years / Female: 83.2 years
- Age Profile: 0-15 years: 23% / 65+ years: 16%
- 72% of residents agree that their local area is a place where people from different backgrounds get on well together
- 94% of residents feel safe during the day, 87% of residents feel safe after dark
- 117 Neighbourhood Watch Schemes
- 18,407 food parcels delivered to vulnerable households
- €8.3m awarded through the Financial Assistance Scheme since 2015



Economy

- Employment rate: 74.8%
- 8,865 VAT Registered Businesses
- 11.1% of the population aged 16-64 years have no qualifications
- 215 new jobs promoted through business start activity
- 411 businesses supported and 4,509 mentoring hours delivered through economic development programmes



Tourism

- Between 2018 and 2019:
 - 15% increase in visitor numbers, to 516,203
 - 21% increase in visitor spend, to €83.7m
- Three Areas of Outstanding Natural Beauty
- 5 'green flag' parks and 3 'blue flag' beaches



Health and Wellbeing

- 79% of residents feel they are in very good or good health
- 78% of residents are physically active at least once a week for 30mins
- 73.5% of customers are satisfied with the Council's six leisure facilities
- 100k recorded visits at community trails
- 1.3m+ recorded visits at Kilbroney and Slieve Gullion Forest Parks



Environment

- Recycling is important to 86% of residents
- Top perceived problem for residents: Dog mess and fouling
- Recycling rate: 51.9%
- 321 community clean ups supported since 2018
- Second lowest level of waste to landfill across all NI Councils










NEWRY MOURNES

St Patrick's Monument

Newry Town Hall Newry Leisure Centre Downpatrick Down Leisure Centre Down Arts Centre

Performance Improvement Objective 1

We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces

<p>Why this matters</p>	<p>You told us that:</p> <ul style="list-style-type: none"> • The impact of COVID-19 on mental health and well-being is one of your top concerns and the Council should provide well maintained parks and green spaces • 'Improving people's health and wellbeing (and reducing health inequalities)' is your second highest priority for improvement • Over the past few years, investment in local community projects, such as parks, has become more important to you • 94% of respondents to our 2022-23 survey agree with this objective <p>The COVID-19 pandemic has reinforced the strong correlation between healthy lifestyles and outdoor recreation. The Council's greenways and blueways have become increasingly popular, providing opportunities for people of all ages and abilities to lead healthy and active lives whilst enjoying the natural beauty of our District. During 2021-22, the Council carried out Visitor Satisfaction Surveys for its forest parks and beaches. The findings from the surveys indicate that, overall, 83% of visitors are satisfied with our three forest parks and 67% are satisfied with our three beaches.</p> <p>However, high visitor numbers can put pressure on parks and open spaces, particularly in relation to car park congestion, littering, irresponsible behaviour and general wear and tear on the environment. Promoting good visitor management will enhance the quality of the Council's parks and open spaces, ensuring they are welcoming, safe and well maintained places to encourage local people to be active and healthy.</p>	
<p>Looking Back: What we did in 2021-22</p>	    	<p>1.6m visits recorded at Kilbroney Park, Slieve Gullion Forest Park and Warrenpoint Municipal Park</p> <p>3 'blue flag' beaches and 5 'green flag' parks</p> <p>83% of visitors are satisfied with our three forest parks</p> <p>211,718 visits recorded at 10 community trails</p> <p>The Forest Parks team won the 2020-21 Green Flag 'Team of the Year' award</p>
<p>Looking Forward: What we will do in 2022-23</p>	<ul style="list-style-type: none"> • Continue to develop the district's bid to achieve UNESCO Global Geopark designation • Invest in new facilities at Kilbroney Park and Rostrevor Forest, Tyrella beach, Delamont Country Park and Camlough Lake • Explore options to install visitor counters at Delamont Country Park • Retain five green flag and three green flag heritage accreditations for the Council's parks 	





	<ul style="list-style-type: none"> Retain blue flag accreditation for Cranfield, Murlough and Tyrella beaches Build four new play parks and upgrade three existing play parks Identify new community trails to develop in future years Promote good visitor management across all Council parks and open spaces 					
How we will measure success	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	Status Trend	2022-23 Target
Number of recorded visits at:						
Kilbroney Park	453,704	454,848	584,148	915,500	△	No targets
Slieve Gullion Forest Park	253,376	366,444	183,712	462,240	△	
Carlingford Lough Greenway	40,219	73,138	47,005	35,021	▽	
Delamont Country Park	New performance measure					
Warrenpoint Municipal Park	-	205,126	119,600	212,694	△	
Community trails (existing)	46,044	57,849	96,563	211,718	△	120,000
Number of parks with green flag accreditation	3	3	4	5	△	5
Number of parks with green flag heritage accreditation	-	-	1	3	△	3
Number of beaches with blue flag accreditation	3	3	2	3	△	3
Number of new/upgraded play parks	17	9	0	3	△	7
What you will see by March 2023	<ul style="list-style-type: none"> Improvements to the Council's parks, beaches and open spaces including effective visitor management arrangements UNESCO Global Geopark status achieved for Mourne Gullion Strangford Five green flag awards and three green flag heritage awards for the Council's parks Three blue flag awards for the Council's beaches Four new play parks and three upgraded play parks 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities Support sustainable forms of tourism which value our environment and cultural heritage 					
Community Plan	<ul style="list-style-type: none"> All people in Newry, Mourne and Down enjoy good health and wellbeing All people in Newry, Mourne and Down benefit from prosperous communities 					
Programme for Government	<ul style="list-style-type: none"> We all enjoy long, healthy, active lives People want to live, work and visit here 					
7 aspects of improvement	Strategic effectiveness	Service quality	Fairness	Innovation		
Responsible Officer	Director: Enterprise, Regeneration and Tourism					

*2020-21: Whilst blue flag accreditation was awarded for the Council's three beaches, lifeguard services were not offered at Murlough beach due to COVID-19 restrictions.

**The visitor counters at the Dublin Bridge entrance at the Carlingford Lough Greenway were not operational during 2021-22, as this area was designated for COVID-19 testing.

Performance Improvement Objective 2

We will grow the economy by supporting local businesses and creating new jobs

<p>Why this matters</p>	<p>You told us that:</p> <ul style="list-style-type: none"> The impact of COVID-19 on businesses and employment is your top concern, and the Council should support local businesses, especially those which have been impacted most by restrictions 'Supporting local businesses, attracting investment and jobs' is your top priority for improvement Investment to grow the economy, create jobs and attract tourists is the most important form of investment 95% of respondents to our 2022-23 survey agree with this objective <p>Whilst the global economic impact of COVID-19 is unparalleled, early indications suggest that the local economy is recovering. Between 2019 and 2020, Newry, Mourne and Down recorded increases in the number of VAT/PAYE registered businesses, employee jobs and the birth rate of new businesses. When compared to 2020, the monthly claimant count for unemployment benefit during 2021 is also reducing, but remains above pre-pandemic levels.</p> <p>Continuing to support the economic recovery of Newry, Mourne and Down remains a key priority for the Council. During 2021-22, the Council awarded approximately £1m to assist local businesses in navigating the impact of pandemic. The Council also continued to deliver a range of economic development programmes to help new and established businesses to innovate, grow and expand. However, whilst much has been achieved, there is still more to do to rebuild and revitalise the local economy.</p>	
<p>Looking Back: What we did in 2021-22</p>		<p>215 new jobs promoted through business start activity</p>
		<p>12 new social enterprise start-ups supported and 13 new social enterprise jobs created</p>
		<p>409 businesses supported and 4,509 mentoring hours delivered through the 'NMD Growth', 'Digital Growth', 'Tender for Growth' and 'Sales Accelerator' programmes</p>
		<p>'Make it Local' campaign delivered to stimulate footfall and the re-opening of businesses across the District</p>
<p>Looking Forward: What we will do in 2022-23</p>	<ul style="list-style-type: none"> Roll-out the NMD 'Make it Local' and 'A Place to Work' campaigns to safely stimulate footfall and revitalise our local economy Support the creation of new business starts and promote new jobs through the NI 'Go for It' programme Invest in the social economy through the Social Enterprise programme Support local businesses and create new jobs through the 'NMD Growth', 'Digital Growth', 'Tender for Growth', 'Sales Accelerator' and 'Digital Surge' programmes 	

	<ul style="list-style-type: none"> Support the creation of new jobs and businesses in coastal areas through SEAFLAG 2 					
How we will measure success	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	Status Trend	2022-23 Target
Number of business plans approved through NI 'Go For It'*	300	298	266	358	△	312
Number of new business starts created through NI 'Go For It'	204	203	181	215	△	187
Number of new jobs promoted through NI 'Go For It'	184	183	164	215	△ 😊	>155 173* (updated standard)
Number of social enterprise start-ups supported	9	10	12	12	▶	12
Number of social enterprise jobs created	15	12	13	13	▶	12
Number of businesses supported through 'NMD Growth'	New programme	198	198	175	😊	105
Number of jobs created through 'NMD Growth'		42	38	107.5	△	50
Number of businesses supported through 'Digital Growth'	New programmes		90	93	△	77
Number of jobs created through 'Digital Growth'			5.5	45.5	△	135
Number of businesses supported through 'Tender for Growth'			39	75	△	57
Number of jobs created through 'Tender for Growth'			6	36	△	99.5
Number of businesses supported through 'Sales Accelerator'			-	66	△	34
Number of jobs created through 'Sales Accelerator'			-	0	-	120
Number of businesses supported through 'Digital Surge'			-	3	△	15
Number of new jobs created in coastal areas (SEAFLAG 2)*			New programme	7		9
Number of new businesses created in coastal areas (SEAFLAG 2)*	1			2	😊	2
What you will see by March 2023	<ul style="list-style-type: none"> 312 entrepreneurs supported with an approved Business Plan and >155 new jobs promoted through the NI 'Go For It' programme 12 social enterprise start-ups supported and 12 social enterprise jobs created 273 businesses supported, 404.5 jobs created and 6,220 mentoring hours delivered through the 'NMD Growth', 'Digital Growth' and 'Tender for Growth', 'Sales Accelerator' and 'Digital Surge' programmes The social economy and fishing dependent communities benefit from inward investment and growth More support for new and established local businesses and more employment opportunities across the District The economic recovery of Newry, Mourne and Down is underway, as the District becomes more economically active and prosperous 					
Alignment						













Corporate Plan 2021-23	<ul style="list-style-type: none"> Invest in and support new and growing businesses, job creation and employment skills 			
Community Plan	<ul style="list-style-type: none"> All people from Newry, Mourne and Down benefit from prosperous communities 			
Programme for Government	<ul style="list-style-type: none"> Everyone can reach their potential Our economy is globally competitive, regionally balanced and carbon neutral People want to live, work and visit here 			
7 aspects of improvement	Strategic effectiveness	Service quality	Service availability	Innovation
Responsible Officer	Director: Enterprise, Regeneration and Tourism			

*Updated 'Go for It' programme target for the number of jobs promoted in Newry Mourne and Down: 173. An amendment to the standard set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 is awaiting legislative passage and approval.

**Figures for all economic development programmes are accurate, as at 30 June 2022, and may be subject to amendment in line with governance arrangements.

***SEAFLAG 2 includes year on year cumulative results for both performance indicators and total targets when the programme concludes in March 2023.

Performance Improvement Objective 3

We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents									
Why this matters	<p>You told us that:</p> <ul style="list-style-type: none"> • Dog mess and dog fouling is your top perceived problem • Rubbish or litter lying around is a problem for many of you, particularly those living in urban areas • The Council should continue to keep the local environment clean, ensure dog fouling is kept to a minimum and reduce the perceived increase in littering • 90% of respondents to our 2022-23 survey agree with this objective <p>Between 2019-20 and 2020-21, the LEAMS* score for the District remained at 64, which falls just below the current regional average of 65. Issues around street cleanliness continue to escalate largely as a result of the increased number of illicit dumping, littering and dog fouling incidents reported to the Council over the past three years, and the prioritisation of the refuse collection service throughout the COVID-19 pandemic.</p> <p>In order to improve the overall cleanliness of the District, the Council is currently reviewing cleansing operations to design a more effective model of service provision. The Council also remains committed to collaborating with partner organisations and local communities to promote responsible dog ownership, address issues around littering and illicit dumping and generate local pride in having a cleaner, greener District for everyone to enjoy.</p>								
Looking Back: What we did in 2021-22	<table border="1"> <tr> <td style="text-align: center;"></td> <td>Issued 118 fixed penalty notices, 100 of which were paid</td> </tr> <tr> <td style="text-align: center;"></td> <td>Supported 94 community clean-ups</td> </tr> <tr> <td style="text-align: center;"></td> <td>Anti-littering and responsible dog ownership campaigns rolled out</td> </tr> <tr> <td style="text-align: center;"></td> <td>Decrease in the rate of recycling, from 50.4% in Q1 to 45.4% in Q3</td> </tr> </table>		Issued 118 fixed penalty notices, 100 of which were paid		Supported 94 community clean-ups		Anti-littering and responsible dog ownership campaigns rolled out		Decrease in the rate of recycling, from 50.4% in Q1 to 45.4% in Q3
	Issued 118 fixed penalty notices, 100 of which were paid								
	Supported 94 community clean-ups								
	Anti-littering and responsible dog ownership campaigns rolled out								
	Decrease in the rate of recycling, from 50.4% in Q1 to 45.4% in Q3								
Looking Forward: What we will do in 2021-22	<p>Address issues around littering, illicit dumping and dog fouling by:</p> <ul style="list-style-type: none"> • Implementing the Enforcement Improvement Plan • Promoting responsible dog ownership through publicity and social media campaigns • Working with Louth County Council to raise awareness of the impact of littering and illicit dumping along the border area • Encouraging residents to bring properly sorted surplus recyclable waste to our Household Recycling Centres • Supporting local community clean ups • Launching the mobile 'apps' to enable Officers and residents to record and report incidents of environmental crime <p>Work in partnership with Keep Northern Ireland Beautiful to:</p> <ul style="list-style-type: none"> • Commission surveys to monitor street cleanliness and identify emerging issues and hotspots • Promote the 'Live Here Love Here' campaigns 								

	<ul style="list-style-type: none"> Encourage community groups to 'Adopt a Spot' Highlight the impact of littering on the marine environment 					
How we will measure success	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	Status Trend	2022-23 Target
LEAMS score (Keep NI Beautiful Cleanliness Index)	72	64	64	-		65
Number of fixed penalty notices issued	54	83	52	118		150
Number of fixed penalty notices paid	50	72	26	100		125
Number of community clean ups supported	100	94	33	94		100
Number of 'Live Here Love Here' environmental projects	27	34	24	18		No target
The percentage of household waste collected by District Councils that is sent for recycling	51.4%	53.7%	51.9%	49.2% (Q1-Q3)	 	50% by 2020
The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled	1,846t	2,131t	2,538t	2,062t (Q1-Q3)	 	<20,954 tonnes (2019-20)
The amount of Local Authority Collected Municipal Waste arisings	82,136t	84,610t	86,900t	67,697t (Q1-Q3)		No target
What you will see by March 2023	<ul style="list-style-type: none"> Increase in the number of fixed penalty notices issued and paid Responsible dog ownership and reduced levels of dog fouling, littering and illicit dumping Improved opportunities to report littering, dog fouling and illicit dumping Opportunities to engage in community clean ups and participate in the 'Live Here Love Here' campaign and 'Adopt a Spot' scheme Landfill and recycling targets are achieved A cleaner, greener District, with improved civic and community pride 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> Enhance, protect and promote our environment 					
Community Plan	<ul style="list-style-type: none"> All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment 					
Programme for Government	<ul style="list-style-type: none"> We live and work sustainably - protecting the environment 					
7 aspects of improvement	Strategic effectiveness	Service availability	Innovation	Sustainability		
Responsible Officer	Director: Neighbourhood Services					
















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

**The Q1-Q3 2021-22 data for the statutory waste management performance indicators remains provisional and will be finalised when the year-end data is validated and published by DAERA.

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

****The Council is working towards the regional recycling target of 65% by 2030.

Performance Improvement Objective 4

We will build the capacity of local communities through the Financial Assistance Scheme											
Why this matters	<p>You told us that:</p> <ul style="list-style-type: none"> • The impact of COVID-19 on 'mental health and well-being' and 'vulnerable, isolated and lonely' residents are amongst your top concerns, and the Council should support community groups and charities • 'Improving community relations and safety, reducing crime and anti-social behaviour' is the third highest priority for improvement for residents • 94% of respondents to our 2022-23 survey agree with this objective <p>The Council remains committed to building the capacity of local communities, enabling them to have a voice in shaping the future of their District. Through the Financial Assistance Scheme, local communities are empowered to address local issues using public funds. Since 2015-16, the Council has awarded over £8.3m to 2,651 applications across a range of thematic areas including community engagement, summer schemes and festivals.</p> <p>However, the overall success rate of applications to the Financial Assistance Scheme reduced from 72% in 2020-21 to 69% in 2021-22. This can largely be attributed to specific themes recording lower success rates, including 'Events and Festivals', 'Summer Schemes', 'Service Level Agreements', 'Let's Grow' and 'Major/Minor Capital Projects'. These themes will benefit from targeted intervention and additional support through the Council's training and capacity building sessions.</p> <p>In addition, the number of projects funded during 2022-23 may reduce as applications are now scored and ranked, in line with the new Financial Assistance Policy, and demand for funding can often exceed the level of funding available for some themes.</p>										
Looking Back: What we did in 2021-22	<table border="1"> <tr> <td style="text-align: center;"></td> <td>£1.54m awarded to 374 projects across 20 thematic areas</td> </tr> <tr> <td style="text-align: center;"></td> <td>£936k awarded towards major and minor capital projects</td> </tr> <tr> <td style="text-align: center;"></td> <td>36,486 volunteer hours recorded to deliver projects and 54,908 beneficiaries of the scheme</td> </tr> <tr> <td style="text-align: center;"></td> <td>98% of applicants are satisfied with the support received from the Programmes Unit</td> </tr> <tr> <td style="text-align: center;"></td> <td>69% of applications to the financial assistance schemes were successful</td> </tr> </table>		£1.54m awarded to 374 projects across 20 thematic areas		£936k awarded towards major and minor capital projects		36,486 volunteer hours recorded to deliver projects and 54,908 beneficiaries of the scheme		98% of applicants are satisfied with the support received from the Programmes Unit		69% of applications to the financial assistance schemes were successful
	£1.54m awarded to 374 projects across 20 thematic areas										
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	36,486 volunteer hours recorded to deliver projects and 54,908 beneficiaries of the scheme										
	98% of applicants are satisfied with the support received from the Programmes Unit										
	69% of applications to the financial assistance schemes were successful										
Looking Forward: What we will do in 2022-23	<ul style="list-style-type: none"> • Launch 3 financial assistance calls across a minimum of 19 thematic areas to support the delivery of community led projects • Continue to promote and roll out the Electronic Grant Management System 										






	<ul style="list-style-type: none"> • Deliver training and capacity building to support local voluntary and community groups in applying for financial assistance, with an emphasis themes with lower success rates • Promote the online training module to potential applicants, including those who were unsuccessful in 2021-22 					
How we will measure success	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	Status Trend	2022-23 Target
% of successful financial assistance applications*	71%	71%	72%	68.8%		70%
% of financial assistance applications funded*	71%	71%	64%	68.8%		No target
Number of capacity building sessions delivered	New performance measure			6		7
Number of participants at training sessions	New performance measure			140	-	300
Number of participants / beneficiaries of the Financial Assistance Scheme	New performance measure			54,908		c50,000
What you will see by March 2023	<ul style="list-style-type: none"> • Circa £1.4m awarded to local voluntary and community groups through the Financial Assistance Scheme (including FMA's and SLA's) • Improved and accessible training and support when applying for financial assistance • Voluntary and community groups are supported in meeting their objectives and delivering projects across a range of themes • Representatives from the community and voluntary sector are empowered to have a voice and shape the future of their area • Improved community capacity and cohesion across Newry, Mourne and Down 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> • Enable and support people to engage in inclusive and diverse activities in their communities 					
Community Plan	<ul style="list-style-type: none"> • All people in Newry, Mourne and Down live in respectful, safe and vibrant communities 					
Programme for Government	<ul style="list-style-type: none"> • We have an equal and inclusive society where everyone is valued and treated with respect • We have a caring society that supports people throughout their lives 					
7 aspects of improvement	Strategic effectiveness	Service availability	Fairness		Innovation	
Responsible Officer	Director: Active and Healthy Communities					










*The methodology for scoring specific themes within the Financial Assistance Scheme was reviewed in 2020-21 and the success rate of the applications funded reduced as some themes were scored and ranked, based on the funding available.

**Score and rank was not fully implemented in 2021-22 due to additional COVID-19 Recovery funding being made available.

Performance Improvement Objective 5

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

<p>Why this matters</p>	<p>Delivering a more efficient and effective Planning Service for customers is a key priority for improvement for the Council. Planning plays a significant role in promoting sustainable development, regeneration, economic prosperity, investment and job creation for present and future generations of our District. 95% of respondents to our 2022-23 survey also agreed with this objective.</p> <p>The implementation of the Planning Service Improvement Programme is well underway. Despite the challenges presented by the COVID-19 pandemic, the processing times for planning applications have improved when compared to previous years. Whilst performance may be temporarily impacted by the implementation of the new electronic planning system during 2022-23, the Council remains committed to achieving the statutory standards and providing a quality service to all customers.</p> <p>In January 2022, the Council carried out a Customer Satisfaction survey with 113 Planning Agents in order to identify those aspects of the service which are working well and any areas for improvement. Based on the 29 responses submitted, which equates to a low response rate of 25%, the findings indicate that:</p> <ul style="list-style-type: none"> • 69% are satisfied with the reception service • 48% are satisfied with the expertise and knowledge of Planning Officers • 7% are satisfied with the time taken to process applications <p>The feedback from the survey will be used to identify and inform further improvements to the Planning Service.</p>	
<p>Looking Back: What we did between April-December 2021</p>		<p>Processed 46.9% of planning enforcement cases within 39 weeks, which is below the regional average of 70%</p>
		<p>Average processing time of 18.3 weeks for local planning applications, which is above the regional average of 16.8 weeks</p>
		<p>Average processing time of 49.8 weeks for major planning applications, which is below the regional average of 55.9 weeks</p>
		<p>Received 1,324 local planning applications, which is the highest across Northern Ireland</p>
		<p>11% reduction in the number of live enforcement cases in the system for 12 months or more</p>
<p>Looking Forward: What we will do in 2022-23</p>	<ul style="list-style-type: none"> • Reduce the number of live planning applications and enforcement cases which have been in the system for over 12 months • Work with agents and architects to improve the standard of planning applications submitted • Support employees to deliver service improvements through ongoing training, capacity building and 'planning surgeries' • Effectively implement the new electronic planning system 	

How we will measure success	2018-19 Actual	2019-20 Actual	2020-21 Actual	Q1/Q2/Q3 2021-22 Actual	Status Trend	2022-23 Target
Average processing time for local planning applications (weeks)	18	20.6	19	18.3	 	<15 weeks
Average processing time of major planning applications (weeks)	76.6	94	64.6	49.8	 	<30 weeks
Percentage of planning enforcement cases progressed within 39 weeks	52.9%	36.2%	40.9%	46.9%	 	70%
Number of planning applications in the system for 12 months or more**	224	183	195	187		150
Number of planning applications in the system for 12 months or less**	800	685	857	825		700
Number of enforcement cases in the system 12 months or more**	734	620	546	486		450
What you will see by March 2023	<ul style="list-style-type: none"> • A more efficient and effective planning service • Improved processing times for local and major planning applications • Improved processing times for planning enforcement cases • Reduction in the number of live planning applications and enforcement cases in the system • An empowered and motivated workforce • Increased confidence in the Planning system • Sustainable development and regeneration of the District 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> • Provide accessible, high quality and integrated services through continuous improvement 					
Community Plan	<ul style="list-style-type: none"> • All people in Newry, Mourne and Down benefit from prosperous communities 					
Programme for Government	<ul style="list-style-type: none"> • People want to live, work and visit here 					
7 aspects of improvement	Strategic effectiveness	Service availability	Service quality	Efficiency		
Responsible Officer	Director: Enterprise, Regeneration and Tourism					

*Annual planning figures will be validated by the Department for Infrastructure and published through the Annual Report 2022-23.

**The 2022-23 targets have been carried forward from 2021-22.

Strategic Alignment

Performance Improvement Objective	Corporate Objective(s)	Community Planning Outcome(s)	Duty of Improvement
We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces	Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities Support sustainable forms of tourism which value our environment and cultural heritage	All people in Newry, Mourne and Down enjoy good health and wellbeing All people in Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service quality Fairness Innovation
We will grow the economy by supporting local businesses and creating new jobs	Invest in and support new and growing businesses, job creation and employment skills	All people from Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service quality Service availability Innovation
We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents	Enhance, protect and promote our environment	All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment	Strategic effectiveness Service availability Innovation Sustainability
We will build the capacity of local communities through the Financial Assistance Scheme	Enable and support people to engage in inclusive and diverse activities in their communities	All people in Newry, Mourne and Down live in respectful, safe and vibrant communities	Strategic effectiveness Service availability Fairness Innovation
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme	Provide accessible, high quality and integrated services through continuous improvement	All people in Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service availability Service quality Efficiency

Statutory Performance Indicators and Standards

Section 89 of the Local Government Act (NI) 2014 requires the Council to publish the results of the performance indicators and standards that are set by central government around economic development, planning and waste management.

The seven statutory performance indicators and standards, as outlined in the Local Government Performance Indicators and Standards Order (2015), are set out below:

Ref	Statutory Performance Indicator	Annual Standard
Economic Development		
ED1	The number of jobs promoted through business start-up activity	>155 173* (updated target)
Planning		
P1	The average processing time of major planning applications	<30 weeks
P2	The average processing time of local planning applications	<15 weeks
P3	The percentage of enforcement cases processed within 39 weeks	70%
Waste Management		
W1	The percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse)	50% by 2020
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled	<20,954 tonnes (2019-20 target)
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings	85,500 tonnes

*Updated 'Go for It' programme target for the number of jobs promoted in Newry Mourne and Down: 173. An amendment to the standard set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 is awaiting legislative passage and approval.

The Council has put in place the following arrangements to monitor progress against the standards set for the statutory performance and indicators:

- Inclusion within the Performance Improvement Plan, with progress being monitored on a bi-annual basis by the Strategy, Policy and Resources Committee and Audit Committee.
- Inclusion within Directorate Business Plans, with progress being monitored on a bi-annual basis by the relevant Council Committee.
- Data submissions to Government Departments, with reports being issued to monitor the performance of each Council, outlining regional trends and comparisons.

Self Imposed Performance Indicators

The Council has identified the following self imposed performance indicators to measure progress in delivering the Corporate Plan 2021-23.

Corporate Objective	Measure of Success
Invest in and support new and growing businesses, job creation and employment skills	Number of jobs created and businesses supported through Council programmes
	Number of jobs promoted through business start-up activity
	Amount of investment secured by Council
Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities	Number of people participating in targeted health programmes
	Attendance at free play sessions
	Number of attendances at Council indoor leisure facilities
Enhance, protect and promote our environment	Level of street cleanliness across the District (Keep Northern Ireland Beautiful Street Cleanliness Index)
	65% of municipal waste recycled by 2030
	Level of compliance with Sustainable Development Duty
Support sustainable forms of tourism which value our environment and cultural heritage	Increased visitor spend
	Increased overnights stays
	Increased visitor satisfaction
Enable and support people to engage in inclusive and diverse activities in their communities	Percentage of residents who agree that their local area is a place where people from different backgrounds get on well together
	Percentage of residents who agree that the Council consults with and listens to the views of local people
	Percentage of residents who feel they can have a say on how services are delivered in their local area
	Number and percentage of financial assistance projects funded and successfully delivered
Promote the revitalisation of our city, towns, villages and rural communities	Progress against key Belfast City Region Deal projects
	Number of public realm schemes delivered
	Increased business growth and employment
Provide accessible, high quality and integrated services through continuous improvement	Increased citizen satisfaction
	Compliance with the Duty of Improvement

Advocate with others for the benefit of all people of the District	Compliance with the Duty of Community Planning / monitor delivery of outcomes with partners
	Percentage of residents who are satisfied with their local area as a place to live

The Council has put in place the following arrangements to monitor progress against the self imposed performance indicators:

- Inclusion within the Performance Improvement Plan, with progress being monitored by the Strategy, Policy and Resources Committee and Audit Committee through the annual Assessment of Performance.
- Some performance indicators are included within Directorate Business Plans, with progress being monitored on a bi-annual basis by the relevant Council Committee.

These performance indicators are aligned to community planning outcomes. This will ensure the Council continues to address the needs and aspirations of local communities and deliver sustainable outcomes for all, now and in the future.

Identifying the Performance Improvement Objectives 2022-23

The performance improvement objectives 2022-23 have been carried forward from 2021-22, as they remain relevant and meaningful. They have been developed, reviewed and updated in close liaison with Elected Members, Senior Management Team, Corporate Management Team and employees across the organisation. Each objective is underpinned by a suite of 'supporting actions', 'measures of success' and outcomes for stakeholders. They are clearly aligned to the Community Plan and Corporate Plan 2021-23, as well as other regional and local plans, particularly the Council's Business Plans which have been developed by each Directorate. These plans influence and guide the overall direction of travel for the organisation.

- Draft Programme for Government
- Community Plan for Newry, Mourne and Down 2017-2030, Priority Actions Areas and District Electoral Area (DEA) Action Plans
- Newry, Mourne and Down District Council Corporate Plan 2021-23
- Thematic plans and strategies, including the IT Strategy and Regeneration and Economic Development Strategy
- Annual Directorate Business Plans 2022-23

The Council has also taken into consideration performance information from the following sources to support the development of the performance improvement objectives:

- The Northern Ireland Audit Office Audit and Assessment Reports and 'proposals for improvement', which are currently being progressed
- The Assessment of Performance 2020-21, including progress against performance improvement objectives, measures of success within the Corporate Plan 2021-23 and statutory performance indicators and standards for economic development, planning and waste management.

Community Plan for Newry, Mourne and Down

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

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

The Community Plan sets out the following five positive outcomes:

Our Outcomes

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



Newry, Mourne and Down District Council Corporate Plan 2021-23

The Corporate Plan 2021-23 sets out the following mission statement and eight strategic objectives:

Council Mission Statement

'To support and advocate for a welcoming District which is progressive, healthy and sustainable, providing better economic, environmental and social outcomes for all'

Council Strategic Objectives

 <p>Invest in and support new and growing businesses, job creation and employment skills</p> <p>We will facilitate investment by new and growing businesses while contributing to the further development of workforce skills to retain existing and attract new industries.</p>	 <p>Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities</p> <p>We will help to reduce health inequalities and improve the quality of life for all by contributing fully to programmes, services, facilities and amenities.</p>
 <p>Enhance, protect and promote our environment</p> <p>We will contribute to tackling climate breakdown and reducing harmful impacts on the environment while enabling residents and visitors to enjoy our rich natural and built heritage.</p>	 <p>Support sustainable forms of tourism which value our environment and cultural heritage</p> <p>We will support and advocate for increased investment and development in tourism which promotes our unique assets and increases visitor satisfaction and spend.</p>
 <p>Enable and support people to engage in inclusive and diverse activities in their communities</p> <p>We will encourage people to play an active part in civic life in all its forms and develop the capacity of communities, particularly those in greatest need, to attract the right support to address needs and sustain valued projects and facilities</p>	 <p>Promote the revitalisation of our city, towns, villages and rural communities</p> <p>We will work with residents, businesses and our partners in regeneration to further develop desirable places to live, work, invest in and visit across the District.</p>

 <p>Provide accessible, high-quality and integrated services through continuous improvement</p> <p>We will build a high performing Council, fit for the future, that delivers efficient and effective services for the benefit of all</p>	 <p>Advocate with others for the benefit of all people of the District</p> <p>We will lobby and campaign with government and others to attract investment, develop modern infrastructure across the District, address needs and improve the quality of life for all.</p>
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Alignment with the Strategic Aspects of Improvement

In accordance with the Local Government Act (NI) 2014, each performance improvement objective seeks to bring about improvement in at least one of the following aspects:

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

The table below outlines how Newry, Mourne and Down District Council’s performance improvement objectives 2022-23 are aligned with the seven specified aspects of improvement:

Performance Improvement Objective	Seven Aspects of Improvement						
	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
We will promote healthier lifestyles by increasing participation in physical activity	✓	✓		✓			✓
We will grow the economy by supporting local businesses and creating new jobs	✓	✓	✓				✓
We will improve the cleanliness of our District by reducing littering, fly tipping and dog fouling	✓		✓		✓		✓
We will build the capacity of local communities through the Financial Assistance Scheme and DEA Forum initiatives	✓		✓	✓			✓
We will improve the average processing times of planning applications and enforcement cases by implementing the recommendations from the Planning Service Review	✓	✓	✓			✓	

The Council has also assessed the performance improvement objectives against the following criteria, and considers them to be:

- Legitimate
- Clear
- Robust
- Deliverable
- Demonstrable

Equality Screening and Rural Needs Impact Assessment

In accordance with the Section 75 requirements of the Northern Ireland Act (1998), whereby the Council must carry out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations, the Performance Improvement Plan has been subject to an equality screening. The outcome of the equality screening process determined that the Performance Improvement Plan 2022-23 is not subject to an equality impact assessment, with no mitigating measures required.

In accordance with the Rural Needs Act Northern Ireland (2016), the Council has given due regard to rural needs by carrying out a Rural Needs Impact Assessment of the Performance Improvement Plan 2022-23.

Consultation and Engagement

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The Council is committed to listening to local people and taking on board their views. Since 2017, the Council has carried out extensive consultation and engagement, inviting key stakeholders, including Elected Members, residents, local businesses and community planning partners to put forward their views on the proposed performance improvement objectives.

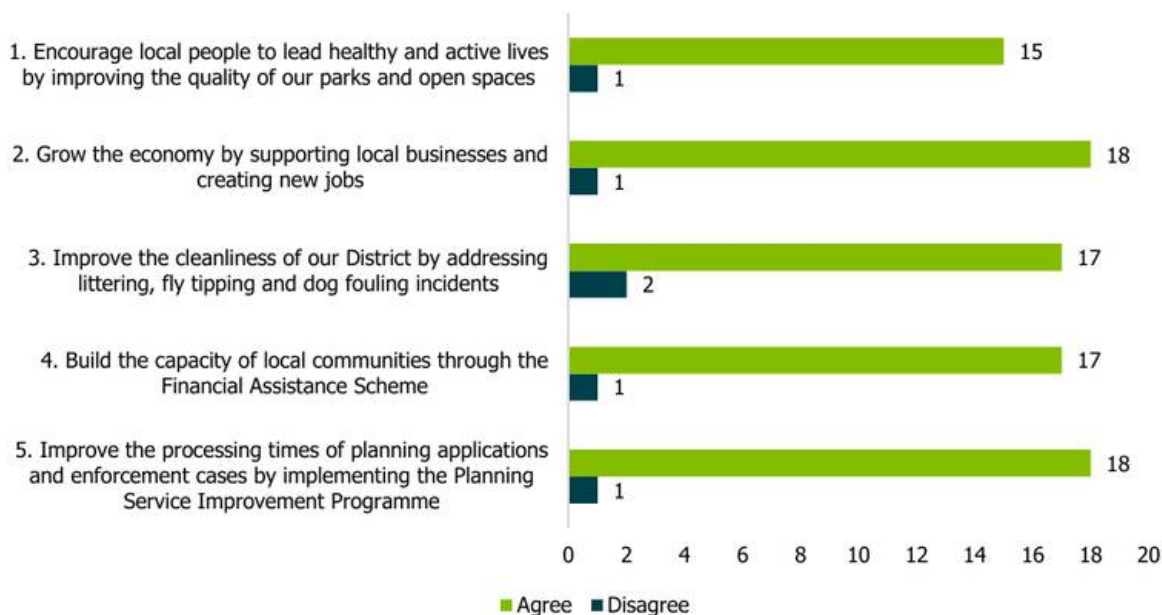
This year, the Council used the Speak NMD platform to host the consultation and engagement process. As a dedicated online space, which is facilitated through the Newry, Mourne and Down Community Planning Partnership, Speak NMD enables residents to participate in local consultation and engagement activities and have their say on the issues and decisions which have an impact on their local area. Through Speak NMD, an electronic survey, idea's board and quick poll in relation to the draft performance improvement objectives 2022-23 was published and promoted. The consultation and engagement process was promoted further through the Council's website and social media channels, and circulated to key internal and external stakeholders.

The overall consultation and engagement process resulted in 19 completed surveys and engagement with 94 stakeholders through the DEA Forums, Youth Council and Cedar Foundation. This response has been supplemented by the input of 1,345 respondents to the consultation on COVID-19 and the Corporate Plan in 2020 and Residents Survey in 2018.

Electronic documentation, survey on the draft performance improvement objectives 2022-23, ideas board and quick poll on the Speak NMD platform	Survey: 19 responses Ideas Board: 4 ideas Quick poll: 10 responses
Engagement with the: <ul style="list-style-type: none"> Seven District Electoral Area Forums which are made up of Elected Members and independent members representing the voluntary, community and business sectors Section 75 groups, including the Newry and Mourne Youth Council and Cedar Foundation 	94 consultees
Electronic survey and focus groups on the impact of COVID-19 and the Corporate Plan 2021-23 (September 2020)	560 respondents to survey 21 participants in focus groups
Residents Survey (September 2018)	764 respondents

The consultation responses revealed widespread support for the proposed performance improvement objectives, with almost all respondents agreeing with each of the five objectives.

Agreement on Performance Improvement Objectives (2022/23)



The areas for improvement and issues raised through the overall consultation and engagement processes are clearly aligned to the five performance improvement objectives 2022-23, and will be addressed through the Performance Improvement Plan, and as part of the Council’s business planning process.

Achieving Continuous Improvement

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Transforming and improving how the Council delivers services is a key objective within the Corporate Plan. Newry, Mourne and Down District Council is committed to developing a 'can do' culture, where managing performance and achieving improvement is everyone's responsibility. In pursuing the corporate vision and objectives, the Council has identified the following three core values:

We will be:	What this means:
Accountable	We will be accountable for how we plan for and use resources sustainably
Collaborative	We will work in partnership with others
Transparent	We will be transparent in how we make decisions

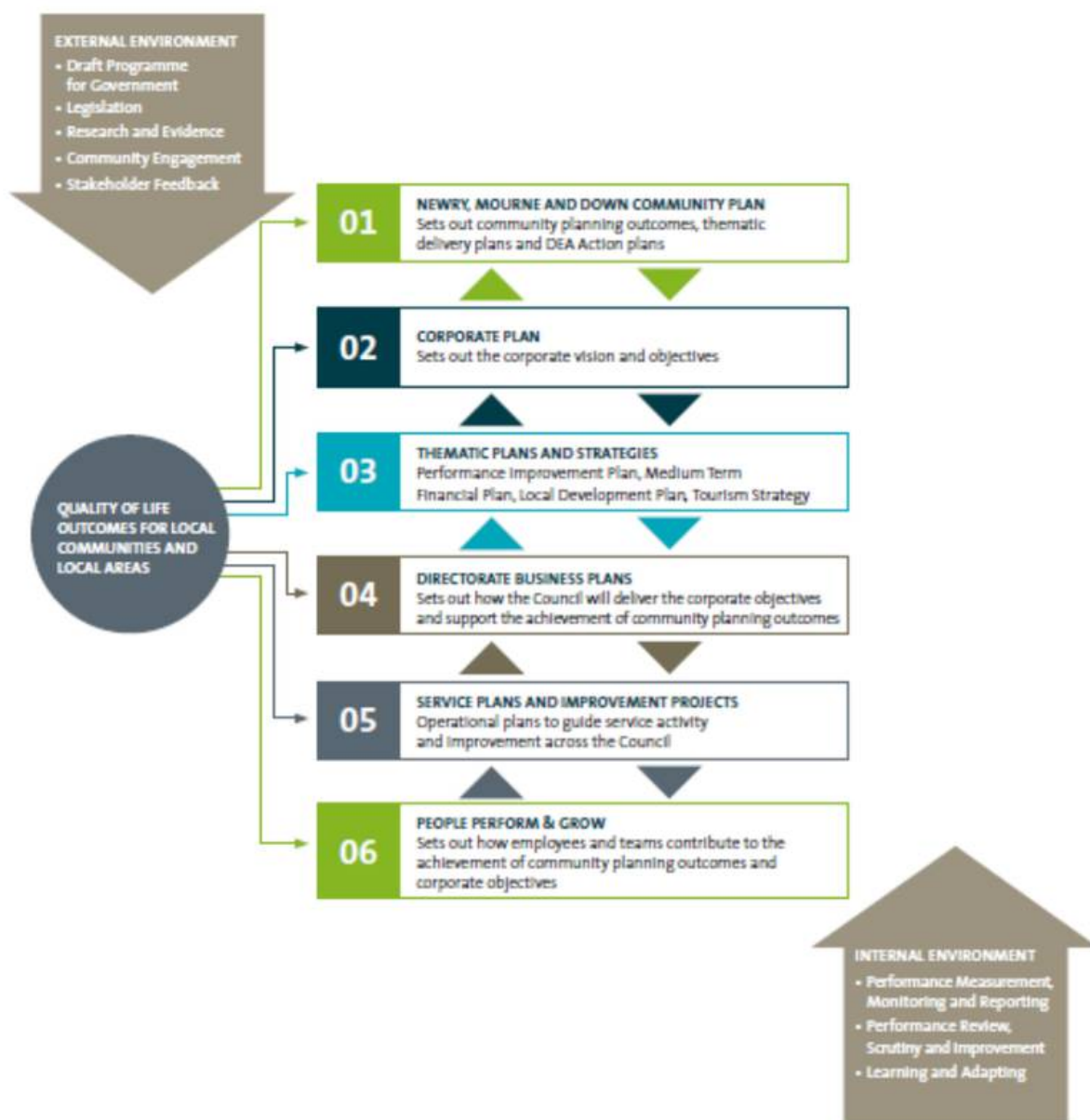
The Council has put in place a number of frameworks and systems to drive forward continuous improvement and facilitate a performance improvement culture. These include the Business Planning and Performance Management Framework, Policy Development Framework, Equality Scheme, Governance Framework and Risk Management Policy.

The Council also assesses how performance compares with other Councils. Newry, Mourne and Down District Council is working with the Association of Public Service Excellence to benchmark performance against the performance of Councils across Northern Ireland and other jurisdictions. This information is being used to collate a robust and reliable evidence base, to help identify and address future areas for improvement.

The Performance Improvement Plan underpins the Council's overall approach to effective performance management. It supports the Council in identifying more efficient and effective ways of working to facilitate the achievement of community planning outcomes, corporate objectives and Directorate objectives, which together support the continued implementation of the Business Planning and Performance Management Framework.

Business Planning and Performance Management Framework

The Council’s Business Planning and Performance Management Framework drives and provides assurance that community planning outcomes, corporate objectives and performance improvement objectives are being delivered, with the primary goal of making life better for our citizens.



The Community Plan and Corporate Plan sit within a hierarchy of plans that informs the Council’s overall direction of travel and guides all activity within the organisation. Community planning outcomes and corporate objectives are cascaded across the organisation through thematic plans and strategies and Directorate Business Plans. Performance indicators continue to be developed at all levels across the Business Planning and Performance Management Framework, in order to ensure performance is measured, monitored and evaluated on a continuous basis.

During 2022-23, the Council will continue to progress and mainstream the development, implementation and review of Service Plans and roll out of Individual Performance (People Perform Grow), both of which seek to demonstrate the 'line of sight' between the work of employees and how they contribute to the achievement of community planning outcomes and corporate objectives.

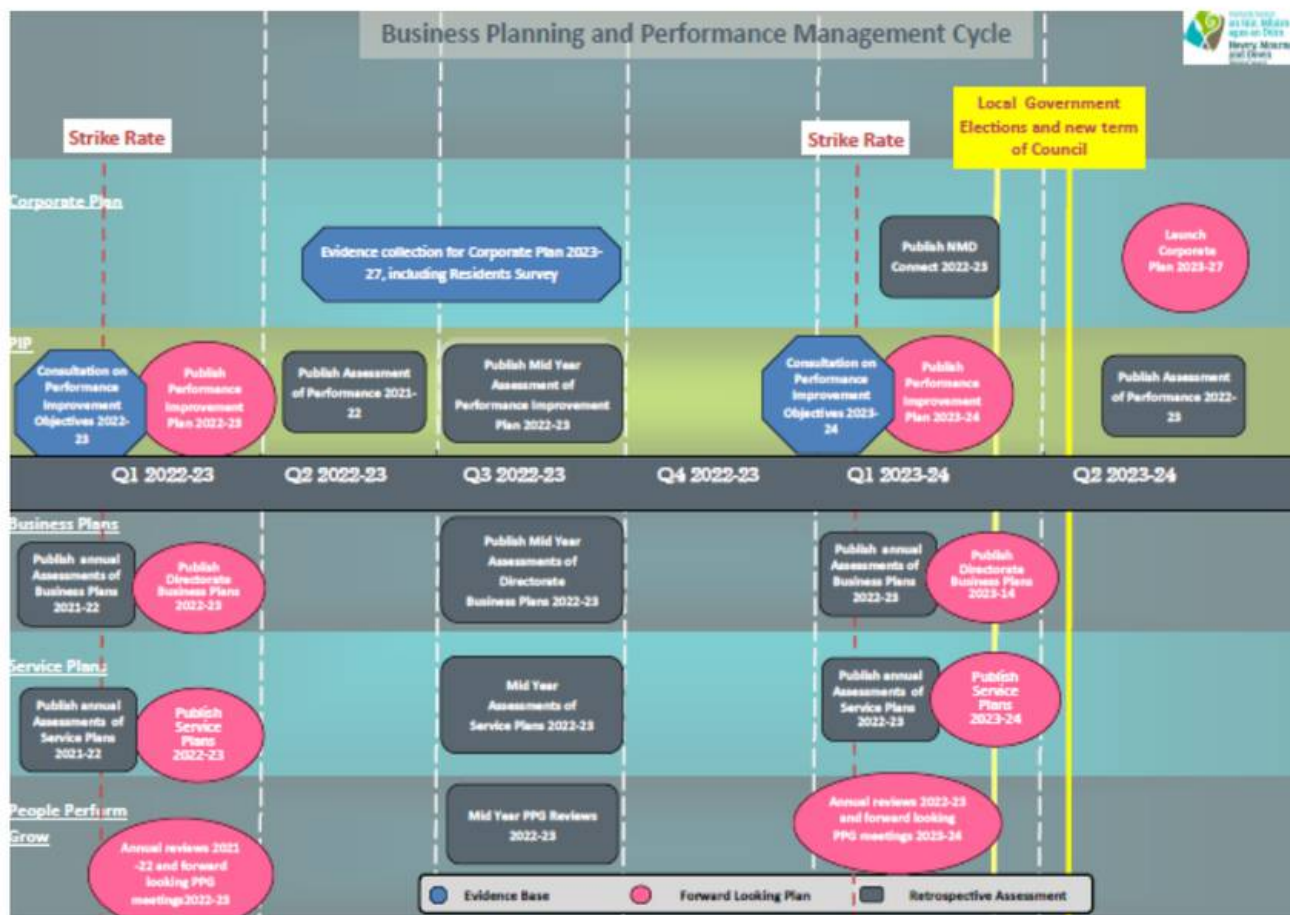
Through the Business Planning and Performance Management Framework, the Council will manage performance at all levels across the organisation, in order to ensure the necessary steps are taken to secure continuous improvement in the exercise of functions. Each level of the Business Planning and Performance Management Framework is, and will be, accompanied by a relevant set of performance measures to monitor and assess the Council's progress in improving the quality of life for local communities.

The table below provides a description of the various plans and strategies that form part of the Council's Business Planning and Performance Management Framework.

Community Plan	The Community Plan for Newry, Mourne and Down sets out the long-term vision for improving the economic, social and environmental wellbeing of the District. Developed in collaboration with partners across the statutory, business and voluntary sectors, the Community Plan is underpinned by Priority Actions Areas and seven DEA Action Plans, which seek to deliver the five community planning outcomes at a local level. Progress in implementing the Community Plan is reviewed on a biennial basis.
Corporate Plan	The Corporate Plan 2021-23 sets out the vision, values and strategic objectives for the Council. Each strategic objective is underpinned by 'supporting actions' and 'measures of success'. Progress in delivering the Corporate Plan is reported annually through the NMD Connect Newsletter and Assessment of Performance.
Thematic Plans and Strategies	The Council has put in place a number of Thematic Plans and Strategies to support the implementation of the Community Plan and Corporate Plan, including the Performance Improvement Plan, Medium Term Financial Plan and Regeneration and Economic Development Strategy. These plans provide the strategic context for multiple programmes of work across the organisation.
Directorate Business Plans	Business Plans are developed annually to demonstrate how Directorates contribute to the achievement of community planning outcomes, corporate objectives and performance improvement objectives. Directorate Business Plans include suites of key performance measures to measure progress and drive continuous improvement, with performance being monitored and reviewed bi-annually by the relevant Committee.
Service Plans and Improvement Projects	Service Plans and Improvement Projects are operational and set out the direction for service areas across the Council. They outline how each service contributes to the delivery of community planning outcomes, corporate objectives and performance improvement objectives, include key performance measures and provide a mechanism to manage performance consistently across the organisation.

<p>People Perform Grow</p>	<p>The Council recognises the significant role employees play in contributing to the achievement of the Community Plan, Corporate Plan, Thematic Plans and Strategies, Directorate Business Plans and Service Plans. People Perform Grow demonstrates the link between the work of employees and how they contribute to the achievement of key plans and strategies, as well as the outcomes experienced by local communities.</p>
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The Business Planning and Performance Management Framework is complemented by the integrated cycle of activity outlined in the diagram below.



Governance Arrangements

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Reviewing performance and reporting progress to Elected Members and other key stakeholders is very important, as it facilitates transparency, accountability and improvement in everything the Council does. The governance arrangements to develop, monitor, report and review the Council's progress in implementing the Performance Improvement Plan 2022-23 are outlined below:



The Council must publish an Assessment of Performance by 30 September 2022 which will provide an overview of how the Council has performed during 2021-22. The Assessment of Performance will be published on the Council's website and is supplemented by the Mid Year Progress Report for the Performance Improvement Plan 2022-23.

The arrangements the Council has put in place to secure continuous improvement are subject to an annual audit and assessment by the Northern Ireland Audit Office. Subject to the General Duty of Improvement being met, the Northern Ireland Audit Office will issue a Letter of Assurance to both the Council and Department for Communities.

How to Propose New Performance Improvement Objectives

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Newry, Mourne and Down District Council welcomes your ongoing feedback on the performance improvement objectives 2022-23, as well as any suggestions you may have on how services can be improved in the future.

The Council can be contacted in the following ways:

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Monaghan Row
Newry
Co Down
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Telephone: 0300 013 2233

Email: kate.bingham@nmandd.org



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

Newry, Mourne and Down District Council

Consultation and Engagement Report on the Performance Improvement Objectives 2022-23



Introduction

The Local Government Act (NI) 2014 sets out a General Duty of Improvement, whereby all District Councils must put in place arrangements to secure continuous improvement in the exercise of their functions and set performance improvement objectives for each financial year. Each Council also has a statutory duty to consult key stakeholders on the proposed performance improvement objectives.

The five draft performance improvement objectives were considered and approved by the Strategy, Policy and Resources Committee in March 2022. This was followed by an extensive consultation and engagement process which encouraged key stakeholders, including residents, Elected Members and partner organisations to have their say on the proposed performance improvement objectives.

This report provides an overview of the consultation and engagement methodology and an analysis of the responses which were received.

Consultation and Engagement Activity

Between 21 March–16 May 2022, Newry, Mourne and Down District Council carried out an eight week consultation and engagement process with key stakeholders on the draft performance improvement objectives 2022-23, through the following mechanisms:

- Electronic survey, ideas board, quick poll and documentation on the Speak NMD platform, which was promoted through the Council's website and social media channels
- Public Notices in local newspapers
- Engagement with the following stakeholders:
 - Seven District Electoral Area Forums
 - Newry and Mourne Youth Council
 - Cedar Foundation

This process was further supplemented by the consultation and engagement which was carried out to support the development of the Corporate Plan 2021-23 and Performance Improvement Plan 2021-22:

- Residents Survey (September 2018)
- Consultation and engagement on the Corporate Plan 2021-23 and impact of COVID-19 (September 2020)
- Consultation and engagement on the draft Performance Improvement Objectives 2021-22

Analysis Methodology

A total of 19 completed surveys were received in response to the consultation and engagement on the Council's draft performance improvement objectives 2022-23. Respondents were asked whether they agreed or disagreed with the draft performance improvement objectives and if they had any comments to make regarding each objective. Respondents were also asked to put forward their suggested priorities for future improvement.

In carrying out the quantitative and qualitative consultation and engagement, a structured process was used to capture responses around each of the five draft performance improvement objectives 2022-23. This was supplemented by an ideas board, quick poll and engagement process with 94 key stakeholders, as outlined below:

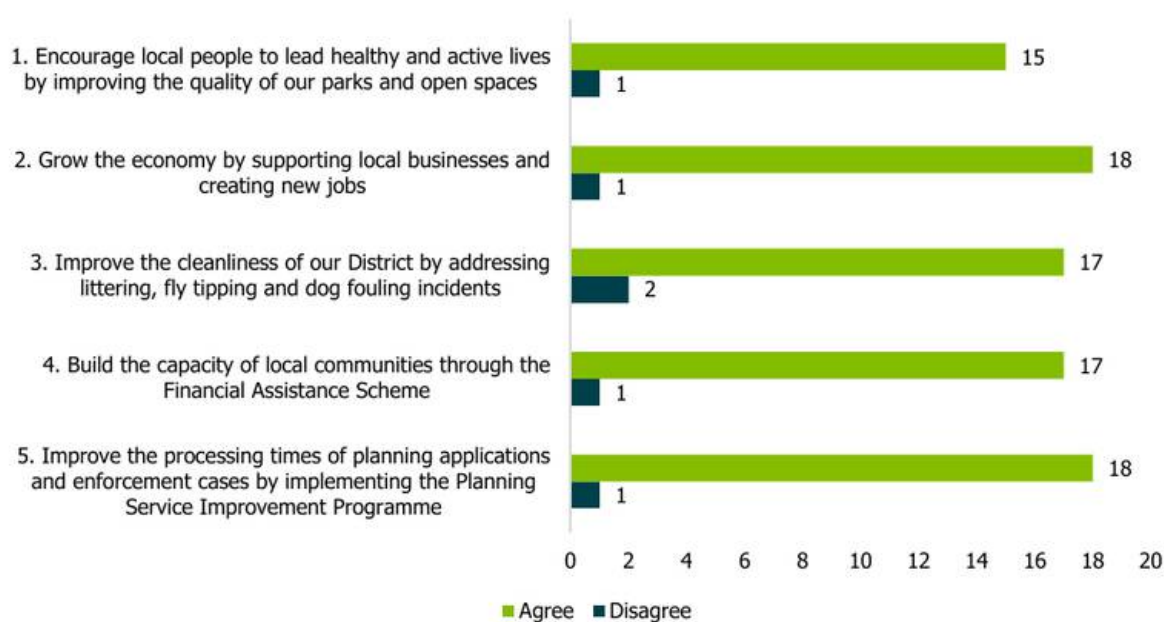
Consultation and Engagement	Details
Rowallane DEA Forum	22 March 2022
Mournes DEA Forum	30 March 2022
Slieve Gullion DEA Forum	28 March 2022
Downpatrick DEA Forum	12 April 2022
Newry DEA Forum	28 April 2022
Crotlieve DEA Forum	29 March 2022
Slieve Croob DEA Forum	12 April 2022
Newry and Mourne Youth Council	12 April 2022
Cedar Foundation User Forum	10 May 2022
Residents Survey (September 2018)	764 residents aged 16+ with quotas applied for age, gender, social class and District Electoral Area
Consultation on COVID-19 and the Corporate Plan 2021-23 (September 2020)	560 individuals completed the online survey / 21 residents participated in three focus groups

Consultation and Engagement Findings

Analysis of Findings

All responses to the draft performance improvement objectives 2022-23 have been received from residents. There has been a positive response to the five proposed performance improvement objectives, with almost all respondents agreeing with each objective.

Agreement on Performance Improvement Objectives (2022/23)



Ideas Board and Quick Poll

Through Speak NMD, an ideas board was used to enable respondents to put forward their ideas for improving Newry, Mourne and Down. The ideas put forward are outlined below:

- Classes and trips out to improve health and well-being.
- Improved theatre facilities offering a diverse range of performances, including music, plays and comedy.
- Improve engagement and democracy by letting citizens have a direct say in how Council funding is spent.
- Improve the access to and quality of outdoor activity venues other than field sports to encourage angling, kayaking, walking and target sports.

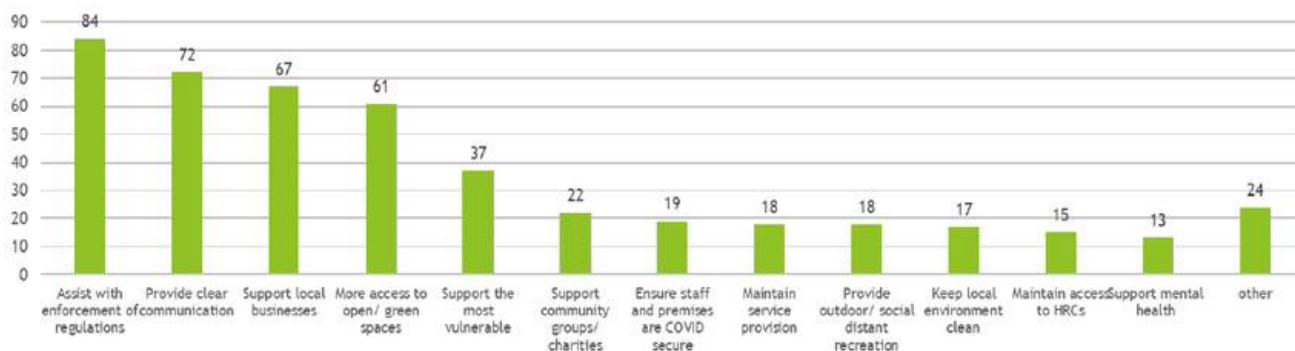
During the last week of the consultation and engagement process, a quick poll was also facilitated through Speak NMD, which asked whether consultees agreed with a specific objective on a particular day. Feedback from the quick poll revealed that:

- 8 respondents agreed with performance improvement objective 1 (We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces)
- 1 respondent agreed with performance improvement objective 2 (We will grow the economy by supporting local businesses and creating new jobs)

Consultation on COVID-19 and the Corporate Plan 2021-23 (2020)

These findings are endorsed by the results of the consultation and engagement on the impact of COVID-19 and the Corporate Plan 2021-23, which reinforces the alignment between the performance improvement objectives 2021-22 and the top concerns identified by residents.

Specific things which the Council can do to help alleviate the impact of COVID-19 locally



- The top concerns for residents include the impact of the pandemic on local businesses and employment, mental health and wellbeing, economy, lack of enforcement of COVID-19 regulations and the spread of the Coronavirus.
- To alleviate the impact of COVID-19, the Council can continue to support local businesses, provide access to open/green spaces and support local community groups.

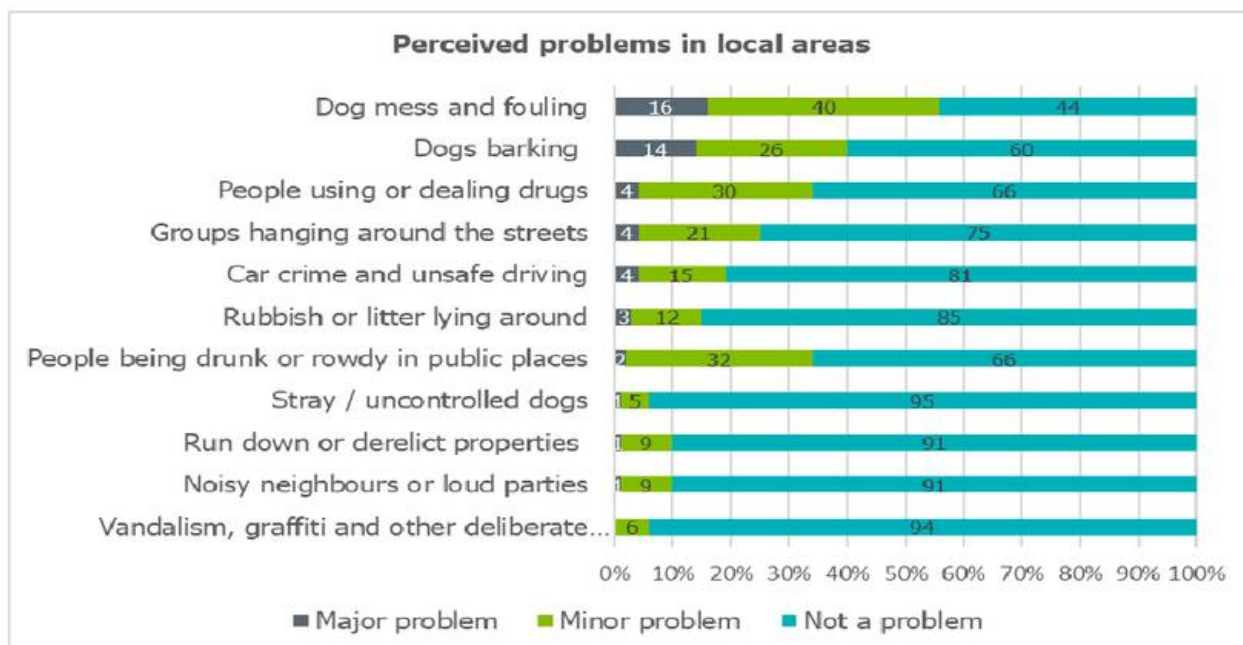
Residents Survey (2018)

These findings are further endorsed by the results of the Residents Survey which indicate that the performance improvement objectives broadly address the top improvements identified to make somewhere a good place to live.



- The local economy, health and wellbeing, community relations, good relations, community safety, protecting the environment and managing waste are amongst the top 10 priorities for improvement.
- A cleaner, more attractive area, regeneration, accessible leisure centres, tourism and participating in cultural activities are amongst the lesser priorities for improvement.

These findings are further reinforced by the fact that residents identify dog mess and littering as the top perceived problems in the local area.



You Said, We Did - Overview of Consultation Feedback

Performance Improvement Objectives

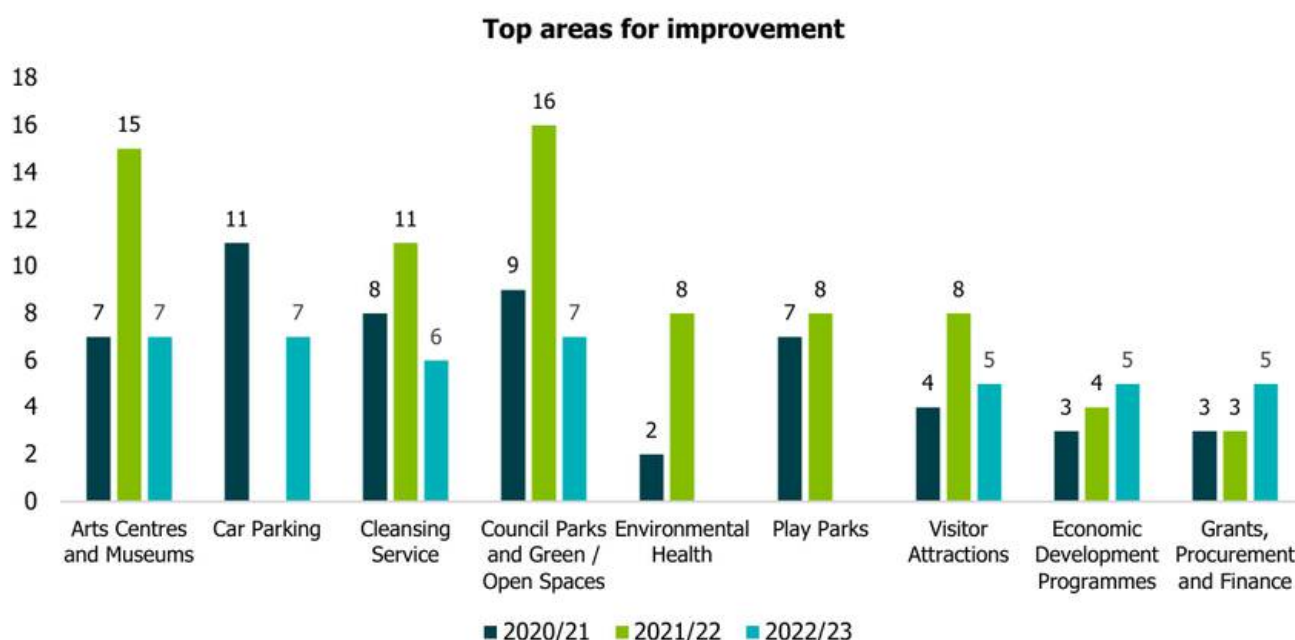
An analysis of the consultation and engagement findings indicates that the issues raised will be addressed through the proposed 2022-23 performance improvement objectives, 'supporting actions' and 'measures of success', or as part of the Council's business planning process. An overview of the amendments and revisions that have been made to the performance improvement objectives, throughout the consultation and engagement process are highlighted below.

	You Said	We Did
We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces		<p>The Q1/Q2 actual recorded visits to Kilbroney and Slieve Gullion Forest Parks have been revised and included in the 2021-22 annual figures.</p> <p>The recorded visits to community trails in previous years has been amended slightly and the 2022-23 target for recorded community trail visits has increased from 110,000 to 120,000.</p> <p>The number of new and upgraded play parks has been updated and the target has been revised.</p>
We will grow the economy by supporting local businesses and creating new jobs		<p>The figures for economic development programmes have been updated. The 'Digital Transformation' programme has been rebranded as the 'Digital Surge' programme and the 2022-23 job creation target has increased from 10 to 15.</p>
We will improve the cleanliness of our District by addressing littering, fly tipping		<p>The number of fixed penalty notices issued and paid has been updated.</p>

and dog fouling incidents		
We will build the capacity of local communities through the Financial Assistance Scheme	The target of 72% success rate was considered to be quite high.	The target for the number of successful applications to the Financial Assistance Scheme has been revised from 72% to 70%, based on further analysis and consultation feedback.
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme	It was recognised that the implementation of the new planning system may have an impact on the processing times of planning applications.	The effective implementation of the new planning system has been included as a supporting action.

Suggested Areas for Improvement

As part of the survey, and similar to previous years, respondents were asked to put forward their suggested areas for improvement. 'Car parking', 'parks and green spaces' and 'arts centres and museums' are the top priorities for improvement in 2022-23.



Next Steps

Based on the feedback obtained through the consultation and engagement process, as well as the ongoing developmental work around each performance improvement

objective 2022-23, there have been some minor amendments to the 'supporting actions' and 'measures of success', as outlined in the Performance Improvement Plan 2022-23.

The Consultation and Engagement report will be published on the Council's website by 30 June 2022, alongside the Performance Improvement Plan 2022-23. It will also be circulated to key stakeholders to support the business planning process.

Summary of Consultation and Engagement Feedback

Performance Improvement Objective 1

Newry DEA Forum

- The Newry City Park is a key initiative that is being led by the Council. Whilst it may be referenced in the Performance Improvement Plan in future years, it currently sits within the Corporate Plan, as a principal, medium term project the Council will undertake.
- Clarification was requested in relation to UNESCO Global Geopark designation and the national park.

Slieve Croon DEA Forum

- There has been significant investment in the play parks and community trails across the Slieve Croob DEA which has been very welcome.
- Play parks is a tangible issue which is frequently raised by citizens.

Mournes DEA Forum

- There is an issue with the cleanliness of the community trail at Augrim Hill, Attical, specifically in relation to littering and dog fouling. Has the community trail been cleaned and are there any plans to put litter bins in the community trail?

Youth Council

- Forest parks should be accessible via public transport and should have more cycle paths.
- Newry City needs a park and there is a lack of good parks in rural areas. Bessbrook Pond is often vandalised.

Cedar Foundation

- It is positive that there is no charge to visit the forest parks in the legacy Newry and Mourne District.
- There are good facilities at some parks, particularly Slieve Gullion Forest Park and Derrymore Woods. However, the toilets and play park at Derrymore are far apart, which may be challenging for families.
- There should be more dog fouling bins in parks, which are emptied on a more regular basis with bags provided at the bins. It would be beneficial to recognise if there is an improvement in the amount of dog fouling at parks.
- There is a lack of facilities and too much litter along the Towpath. NMD/ABC Councils should work in partnership to address these issues and improve the Towpath, potentially using this waterway for barges.
- New play parks should be accessible and the Council should consider testing the accessibility with the support of those who are disabled or less able.
- Disabled parking at Council parks is good. However, there is an issue with lighting at some parks.

Website

- Partially, very little is changed with residents in mind and the natural environment, plants and animals we share our space with.
- The Newry City Park needs to be moving on now as it seems to have come to a halt or updates need to be given to the public by Council, outlining what is happening and what stage the park is at. Transport can be an issue to get to forest parks in the District and public transport can be quite costly. The Council should consider a scheme to provide free public transport or reduced cost transport to the forest parks. The park at Laonda Crescent is fantastic and provided by Council.
- The separation of annual permits for Tollymore and Castlewellan forest parks is ridiculous, especially for pensioners who are being encouraged to be physically active.

Performance Improvement Objective 2

Youth Council

- The Council should work with partners to understand those school subjects which are currently popular, and gaining in popularity, in order to identify current and future skills gaps, secure investment, help plan ahead and align education and skills with the local economy.
- A standardised programme should be developed whereby local businesses visit secondary schools to explain the options which are available to young people in the future, which could include apprenticeships or university. Local businesses should promote and offer apprenticeships to young people to help them develop soft skills for the future, in relation to team work, conflict management etc, which may have been negatively impacted by the COVID-19 pandemic.
- The Artisan Market in Downpatrick has moved from the Down Museum to a local car park, and the current venue is not as inviting for visitors and shoppers. The atmosphere was better at the museum, as it was a more suitable location.
- The Council requires a lot of paper work top lease community halls which can often deter local businesses and community groups from exploring this opportunity.

Website

- Too many jobs are built around tourism and hospitality leading to a gig economy, zero hours contracts, low pay and no stability.

Performance Improvement Objective 3

Slieve Gullion DEA Forum

- There may be a correlation between the reduced rate of recycling and the closure of Household Recycling Centres. This potential link should be considered further as part of the review of Household Recycling Centres and the Council should focus on improving the overall rate of recycling across the District.

Crotlieve DEA Forum

- Littering remains a big issue across the District and the Council should do more to encourage people to take their litter home or use the litter bins available. There may be a correlation between purchase points and discarding litter, especially after two or three miles, and the Council should consider placing reminders, using illuminous signage, at selected locations across the District.
- The Council should be more proactive in monitoring littering and illicit dumping hotspots, issue more fixed penalty notices and consider installing cameras to identify those who litter, in order to improve the cleanliness of the District.

Downpatrick DEA Forum

- The increased target for issuing fixed penalty notices is welcome and might benefit by the introduction of a benchmarking arrangement with other local Councils, including Ards and North Down Borough Council. This would help place the performance of Newry, Mourne and Down in context with neighbouring local authorities.

Slieve Croob DEA Forum

- Dog fouling and fly tipping are tangible issues which are often raised by citizens. However, dog fouling and littering across the Slieve Croob DEA, on new walkways and community trails, is a growing issue.

Youth Council

- There are many litter hotspots across the District. The Council should do more to address the issue by putting up signs, enforcing fines, issuing fixed penalty notices and emptying existing litter bins in busy areas.
- The Council should consider offering free bulky waste collections on a regular or occasional basis and should do more to promote the benefit of community clean ups.

Newry DEA Forum

- There are issues with littering on the Tandragee Road, Newry, especially after the grass verges are cut by the Department for Infrastructure.
- There are significant issues with traffic management and littering around Damolly Retail Park, Newry, specifically in relation to the overflowing retail bins. Through the Chamber of Commerce, this issue will be discussed with the relevant stakeholders.
- There is litter along the towpath, specifically around O'Reilly Lough, which is also used as a drinking den, with discarded bottles and broken glass. This area would benefit from a clean up.
- Dog fouling continues to be a major issue across the Newry DEA and the Council should place more emphasis on addressing this issue.

Cedar Foundation

- Littering, dog fouling and fly tipping are significant issues across the District, and it is positive to see fixed penalty notices being issued as a deterrent. The Council should issue more fixed penalty notices to offenders.

- There is a significant amount of litter on Monks Hill and the Crieve Road, and areas which are poorly lit can often suffer from high levels of fly tipping.
- It is positive to encourage the local community to get involved in looking after the local environment. Tidy Towns is a good initiative to support this.

Website

- Fly tipping has become a serious issue which is being highlighted on a daily basis by local councillors. The Council needs to come up with a scheme that challenges this issue and makes a difference, as campaigns encouraging people need to take responsibility aren't working. The bulky waste scheme does not work either as people will not pay when they know if they dump unwanted items, the Council will lift them free of charge. The Council should offer free bulky rubbish pickups in communities once a quarter for residents to get rid of access rubbish they have.
- Dog fouling is a serious issue across the District and needs to be tackled. Posters do not work. More dog bins with dog bags attached to the bin should be considered. The Council should consider using social media to publicise the amount of fines issued or photos of enforcement officers out on the streets so that people know and feel a presence. More advertising of what is and is not to be put into black/blue/brown bins is required, as this can be very confusing at times.
- The absence of wardens in Newcastle is completely counter productive. Littering and dog fouling is rife. Large wheeled bins (such as are at Tollymore Pk) at Newcastle key central locations should be used during peak periods, [potentially at the area in front of the Newcastle Centre and the area alongside Shimna boating pool. The current provision is totally inadequate.

Performance Improvement Objective 4

Slieve Croob DEA Forum

- The Financial Assistance Scheme is a lifeline for many community groups. However, community groups are getting better at completing financial assistance applications and the threshold is increasing, with 'score and rank' being introduced. Local demand for funding seems to be exceeding the funding available.

Downpatrick DEA Forum

- Issues were raised in relation to paperless applications and the need to print and upload the required documentation, as opposed to uploading documents electronically. Is there an opportunity to streamline and centralise the documents required and submitted by community groups, to avoid duplication?
- Issues were raised in relation to the timeframe for completing and submitting Financial Assistance applications for the 2022-23 financial year, whereby some community groups did not have the capacity to meet the deadlines. However, the approval process for awarding funding can take

time, which is why the Financial Assistance Call was launched in December 2021.

Youth Council

- Youth people are not necessarily aware of the Financial Assistance Scheme and more work should be undertaken to promote it.
- There is a potential issue when community groups only received partial funding and the entire project cannot therefore be delivered.
- The 72% success rate target seems to be very high.

Website

- Funding forms are complicated to complete, especially for volunteers who are not fully trained professionals and are expected to complete an extensive form. The 50% funding allocation does not work, and suggests the Council is more concerned with the amount of projects funded rather than funding quality projects. How can the council expect projects to deliver the same outcomes with half the money and a reduced impact on the community. Either the Council should reduce the amount of projects they fund to fully fund quality projects or reduce the amount that can be applied for so that groups can work within a budget they can get 100% of the funding for.

Performance Improvement Objective 5

Slieve Croob DEA Forum

- This is a very relevant objective as the performance of the Planning Department needs to improve.

Slieve Gullion DEA Forum

- The NI Audit Office Report in relation to Planning suggests that there is often a delay in receiving response from statutory consultee which can contribute to delays in the processing times of planning applications.

Crotlieve DEA Forum

- Since 2015, there have been historic, legacy issues with the Planning Service, which have been compounded by staffing shortfalls and staff turnover.

Mournes DEA Forum

- Resourcing and staff turnover within the Planning Department is a key issue which may contribute to delays in the planning process and should be addressed.
- The Council should explore options to allocate planning applications in similar areas to the same case officer, to ensure consistency and joined up working.
- A recent report suggests that the cost of running the Planning Service across Northern Ireland has increased and Councils are currently making up

the financial shortfall. This issue should be considered and addressed by the Department for Infrastructure.

- Will the new planning system have an impact on performance?

Youth Council

- There is a perception that it is difficult to gain planning permission, particularly in rural areas.

Website

- The planning service must first tackle the scourge of people implementing changes then applying for retrospective planning permission. It is then much more difficult to change structures and most end up staying in unsuitable spaces not in keeping with the area.

Other comments

- Tackle issues of anti social behaviour
- To support peace building initiatives and positively address the impact of segregated patterns of public life within the district.
- Number of new outdoor leisure facilities developed or upgraded not related to field sports.
- Return rate of residents after university etc to measure if job availability at graduate level
- Keep residents informed in all areas by doing a letter box notification
- agree that these performance measures are important. However who is holding council to account for not meeting these targets. Planning delays in the NMD area and the lack of communication and consultation within that dept is having huge residual problems within the area and many contractors are now refusing to work in the area due to planning issues! Also the littering and fly tipping- these are very small targets set that still are not being met. Something needs to be done about this as it is very off putting for tourism
- More action needs to cover the Down side of the council area and not just Newry & Mourne. Down area seems to be forgotten
- More emphasis on the climate crisis and sustainable living in Newry Mourne and Down.
- Commit to regular cleaning of play parks / toilets etc Commit to time frames for processing planning applications Commit to reducing poverty and health inequalities in areas of deprivation Improve citizen engagement Improve participation in council led activities - see below classes and gym opening times.
- Fair and equal distribution of community facilities and services across the district - not just concentration in the bigger towns.
- Much more engagement with residents needed to measure success of how their rates are being spent.
- Consideration should be given to volunteers at the Downpatrick Railway operating the trains, as opposed to just Council officers.

Other improvements

- Improvement of roads, fly tipping/dumping problems, walking trails in local areas
- Improve good relations and the area's tourism potential through addressing the blight of flyposting and illegally erected signage in particular that erected by political parties (Sinn Fein and SDLP are the major offenders), illegal organisations (Saoradh), Unite the Union and businesses on Council property.
- Development of districts unique natural resources for sport, leisure and tourism to attract visitors and investors. Investment in developing the skillsets of residents along with business investment to enable an increase in the manufacturing and production sector within the district to support self sufficiency of the district.
- Better job market, more tourism
- More classes to help people get out of the house and classes to help there heath and well-being
- Park in Newry and if going ahead with a civic centre the location should be changed from current proposed location.
- Environment and climate
- better town centre infrastructure for visitors and workers
- Increase memberships of leisure centres by opening later/ more activities for toddlers / children / wider range of classes inclusive ie for people with disabilities more play equipment in outdoor facilities Increase democracy by using co-production - let the people have more say
- Fair and equal distribution of community facilities across the district which can serve all age groups - for example, Crossgar continues to have no dedicated community facility despite an increasing population and an obvious need for a facility which both old and young can use. NMD/DDC have talked about this for 20 odd years and still no facility whilst other neighbouring towns and villages of a similar size have multiple facilities. Increased community focus - Council should seek to engage communities by providing leadership and resource throughout the district and not leave it to individuals within communities to try to do so with no support.
- To be less exploitative of the beautiful natural area and more protective of natural assets.
- Albert Basin Park Newry.
- Newry is in need of a decent theatre. One with capacity of around 1000 that would attract bigger name shows to the area. The theatre does not require conference facilities, there are plenty of places to cater for this across the district but not decent theatre. More parking is needed in Newry also especially around the hospital and city centre. The Newry City Park should be priority no. 1. More support is needed for community groups across the district to deliver programmes for all ages within communities.
- Street cleaning/dog and litter control in Newcastle.

Objective Delivery Plans 2022-23

Delivery Plans have been developed to demonstrate the arrangements which have been put in place to support the effective implementation of each performance improvement objective. They provide an overview of:

- Responsible Officers
- Alignment with the Community Plan and Corporate Plan
- Governance arrangements for the Performance Improvement Plan
- Meeting the seven legislative criteria
- 'Supporting actions' and 'measures of success'
- Links to existing plans and strategies
- Resources
- Governance arrangements

In recognition of the dynamic nature of the information included within the Objective Delivery Plans, they should be considered as a 'work in progress', subject to change to a continuous basis.

Performance Improvement Objective 1

We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces					
Responsible Officers	Director: Enterprise, Regeneration and Tourism Assistant Directors: Tourism, Culture and Events / Leisure and Sport / Enterprise, Employment and Regeneration				
Link to Community Plan	All people in Newry, Mourne and Down enjoy good health and wellbeing	Link to Corporate Plan 2021-23	Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities		
Governance: Performance Improvement Plan 2022-23	<ul style="list-style-type: none"> Mid Year Progress Report of the Performance Improvement Plan 2022-23 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee. Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee. 				
Meeting the legislative criteria	<p>Strategic Effectiveness: Aligned to community planning outcomes and corporate objectives. Achieving this objective will deliver real benefits and outcomes for local communities and other key stakeholders.</p> <p>Service Quality: The quality of services will continue to improve through the planned upgrades to existing parks and open spaces, new capital projects which are scheduled to be delivered, green and blue flag awards and UNESCO Global Geopark status.</p> <p>Fairness: Includes opportunities for people across Section 75 categories to access the Council’s parks and open spaces, with specific references to play parks for children.</p> <p>Innovation: Innovative, forward looking investment to upgrade parks, open spaces and community trails, in order to improve the visitor experience and encourage local people to live healthy and active lives.</p>				
What we are going to do					
Supporting Action	Link to existing Plan/Strategy	Measures of Success	Resources	Governance Arrangements	Responsible Officers
Continue to develop the district’s bid to achieve UNESCO Global Geopark designation	Corporate Plan 2021-23 ERT Business Plan 2022-23	UNESCO Global Geopark status achieved	£20k towards Global Geopark designation Within the existing resources of the AONB and Geopark Team	Annual Assessment of Performance 2021-22 Annual and bi-annual assessments of the ERT Business Plan 2022-23	Assistant Director Tourism, Culture and Events Head of Product Development and Visitor Experience AONB and Geopark Manager

<p>Invest in new facilities at Kilbroney Park and Rostrevor Forest, Tyrella beach and Delamont Country Park</p>	<p>ERT Business Plan 2022-23 Capital Plan</p>	<p>Fallows phase 2 walking trail at Kilbroney Forest Park to compete by Q4 2022-23</p> <p>New visitor facilities at Tyrella Beach to complete by Q4 2022-23</p> <p>Design phase: Viewpoint upgrade, walking trails and visitor information centre at Delamont Country Park</p> <p>Investment in facilities at Calough Lake. The first stage of the project will focus on land acquisition and planning permission during 2022-23.</p> <p>Number of recorded visits at Forest Parks</p>	<p>Kilbroney Forest Park Fallows Phase 2 Community Trail: £940k in total. £500k from DAERA</p> <p>Tyrella Beach: Financial resources to be finalised.</p> <p>Delamont Country Park: Financial resources to be determined.</p> <p>Camlough Lake: £3m in total</p>	<p>Annual and bi-annual assessments of the ERT Business Plan 2022-23</p> <p>Ongoing monitoring of projects within the Capital Plan</p>	<p>Assistant Director Tourism, Culture and Events</p> <p>Head of Product Development and Visitor Experience</p>
<p>Explore options to install visitor counters at Delamont Country Park</p>	<p>ERT Business Plan 2022-23</p>	<p>Framework agreement in place for Visitor counters identified, agreed, installed and operational</p>	<p>Partnership working with external agency and framework agreement in place.</p>	<p>Annual and bi-annual assessments of the ERT Business Plan 2022-23</p>	<p>Assistant Director Tourism, Culture and Events</p> <p>Head of Product Development and Visitor Experience</p>

<p>Retain five green flag and three green flag heritage accreditations for the Council's parks</p> <p>Green flag accreditation for Kilbroney Park, Slieve Gullion Forest Park, Warrenpoint Municipal Park, Newry Canal and Delamont Country Park and heritage accreditation for Warrenpoint Municipal Park, Newry Canal and Delamont Country Park.</p>	<p>ERT Business Plan 2022-23</p> <p>NS Business Plan 2022-23</p>	<p>Five green flag awards and three green flag heritage awards for the Council's parks</p>	<p>Application fee</p>	<p>Annual and bi-annual assessments of the ERT/NS Business Plans 2022-23</p>	<p>Head of Product Development and Visitor Experience</p> <p>Grounds Maintenance Manager</p> <p>Project Development Officer National Lottery Heritage Fund</p>
<p>Retain blue flag accreditation for Cranfield, Murlough and Tyrella beaches</p>	<p>ERT Business Plan 2022-23</p>	<p>Three blue flag awards</p>	<p>Application fee</p>	<p>Annual and bi-annual assessments of the ERT Business Plan 2022-23</p>	<p>Head of Product Development and Visitor Experience</p>
<p>Build 4 new play parks and upgrade 3 existing play parks</p>	<p>AHC Business Plan 2022-23</p> <p>Play Strategy 2017-22</p>	<p>Four new parks in Annalong / Kilmorey Park (Newry) / Teconnaught / Darragh Cross</p> <p>Three upgraded parks in Shandon Park (Newry) / Hillfoot / Kitty's Road (Kilkeel)</p>	<p>£2.5m over 5 years allocated through the Play Strategy</p>	<p>Annual and bi-annual assessments of the AHC Business Plan 2022-23</p> <p>Ongoing assessment of the Play Strategy</p>	<p>Assistant Director: Leisure and Sport</p> <p>Head of Outdoor Leisure</p>
<p>Identify new community trails to progress in future years</p>	<p>AHC Business Plan 2022-23</p> <p>Service Level Agreement with Outdoor Recreation NI (ORNI)</p>	<p>Number of recorded visits at Community Trails in 2022-23</p> <ol style="list-style-type: none"> 1. Saul GAC - 2018/19, Downpatrick. 2. Ballynahinch Rugby Club - 2018/19, Rowallane. 3. Drumkeeragh Forest - 2019/20, Slieve Croob. 	<p>2022-23 SLA with ORNI: £100,450</p>	<p>Annual and bi-annual assessments of the AHC Business Plans 2022-23</p> <p>Community Trail Management and</p>	<p>Assistant Director: Leisure and Sport</p> <p>Head of Outdoor Leisure</p>

		<p>4. Tievenadarragh Forest - 2019/20 Slieve Croob. 5. Seaforde Plantation & Corry Wood - 2019/20, Slieve Croob. 6. Daisy Hill Wood 2020/21, Newry. 7. Aughrim Hill 2020/21, Mournes. 8. Glendesha Forest Trail, Forkhill, 2021/22, Slieve Gullion. 9. Lough Park/Windmill Hill Trail, Ballynahinch 2021/22, Rowallane 10. Tievenadarragh Forest Car Park, 2021/22, Slieve Croob.</p>		Prioritisation Framework	
Promote good visitor management across all Council parks and open spaces	ERT Business Plan 2022-23	<p>Level of footfall at: Kilbroney Park / Slieve Gullion Forest Park / Carlingford Lough Greenway / Warrenpoint Municipal Park / Delamont Country Park</p> <p>Level of satisfaction with the Council's forest parks and beaches</p>	Within existing resources	Annual and bi-annual assessments of the ERT Business Plans 2022-23	<p>Assistant Director Tourism, Culture and Events</p> <p>Head of Product Development and Visitor Experience</p>
Risk Management					
Risks			Actions to Mitigate Risks		
UNESCO Global Geopark designation and green/blue flag accreditation is not achieved			UNESCO Global Geopark Management Plan developed and implemented. Ongoing work underway across the Councils parks and beaches to achieve green/blue flag accreditation.		
Delays in delivering the capital works to the forest park upgrades, community trails and play parks			Project management arrangements are in place for upgrades to forest parks and beaches. SLA with ORNI for Community Trails in place and implementation of Play Strategy is almost complete.		

Low levels of usage and satisfaction with Forest Parks	Work is underway to promote good visitor management across the Council's parks and open spaces.
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Performance Improvement Objective 2

We will grow the economy by supporting local businesses and creating new jobs					
Senior Responsible Officer	Director: Enterprise, Regeneration and Tourism Assistant Director: Enterprise, Employment and Regeneration				
Link to Community Plan	All people in Newry, Mourne and Down benefit from prosperous communities	Link to Corporate Plan 2021-23	Invest in and support new and growing businesses, job creation and employment skills		
Governance: Performance Improvement Plan 2022-23	<ul style="list-style-type: none"> Mid Year Progress Report of the Performance Improvement Plan 2022-23 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee. Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee. 				
Meeting the legislative criteria	<p>Strategic Effectiveness: Aligned to community planning outcomes and corporate objectives, and will deliver tangible benefits to citizens, local businesses and social enterprises.</p> <p>Service Quality: The quality of services available to businesses and stakeholders will improve through the broad range of economic development programmes available.</p> <p>Service Availability: The continued roll-out of programmes to businesses, social enterprises and fishing dependent communities will improve access to and availability of key services, as well as the overall quality of life in the District.</p> <p>Innovation: Implicit within this objective are innovative, forward looking ways to promote / create new jobs and support businesses / social enterprises across the District.</p>				
What we are going to do					
Supporting Action	Link to Thematic Plan/Strategy	Measures of Success	Resources	Governance Arrangements	Responsible Officers
Roll-out the NMD 'Make it Local' and 'A Place to Work' campaigns to safely stimulate footfall and revitalise our local economy	Regeneration and Economic Development Strategy 2020-25	Communication and Engagement Implementation Plan delivered	Make it Local £80k NMD A Place to Work: £30k (provisional)	NMD A Place to Work – monitoring arrangements through the Labour Market Partnership Make it Local – Monitoring arrangements through the ERT Committee	Assistant Director: Enterprise, Employment and Regeneration Head of Regeneration and Business Development

Support the creation of new businesses and promote new jobs through the NI 'Go for It' programme	Corporate Plan 2021-23 Regeneration and Economic Development Strategy 2020-25 ERT Business Plan 2022-23	Number of business plans approved through NI 'Go For It' Number of new business starts created through NI 'Go For It' Number of new jobs promoted through NI 'Go For It'	NMD contribution: £75k Regional programme led by Lisburn and Castlereagh City Council	Monthly meetings of the regional Management Team Annual and bi-annual assessments of the ERT Business Plan 2022-23	Assistant Director: Enterprise, Employment and Regeneration Head of Regeneration and Business Development
Invest in the social economy through the Social Enterprise programme		Number of social enterprise start ups supported Number of social enterprise jobs created	Social Enterprise Programme: £51k	Quarterly meetings with Newry Enterprise Agency Annual and bi-annual assessments of the ERT Business Plan 2022-23	Assistant Director: Enterprise, Employment and Regeneration Head of Regeneration and Business Development Enterprise Development Officers
Support local businesses and create new jobs through the 'NMD Growth', 'Digital Growth', 'Tender for Growth', 'Sales Accelerator' and 'Digital Surge' programmes		Number of businesses supported Number of jobs created	Total funding: £267k / NMD contribution: £84,600	Monthly meetings with the Delivery Agents Annual and bi-annual assessments of the ERT Business Plan 2022-23	Assistant Director: Enterprise, Employment and Regeneration Head of Regeneration and Business Development
Support the creation of new jobs and businesses in coastal areas through SEAFLAG 2		NI FLAG Strategy 2018-22 ERT Business Plan 2022-23	Number of new jobs created in coastal areas Number of new businesses created in coastal areas	£2.3m investment between 2018-22	Ongoing monitoring to ensure that Priority 4 of the SEA-EMFF are invested fairly, sustainably and successfully
Risk Management					

Risks	Actions and Controls to Mitigate Against Risks
Failure to deliver the economic development programmes to support the economic recovery of the District	All programmes are in place with robust management and governance arrangements.
The impact of COVID-19 and Brexit on delivering the various economic development programmes and achieving targets	Ongoing monitoring of key influences and economic development support adjusted to meet local demand.
Lack of interest in and applications made to participate in programmes	Publicity campaigns delivered through online and social media platforms. Signposting service in place.

Performance Improvement Objective 3

We will improve the cleanliness of our District by reducing littering, fly tipping and dog fouling					
Senior Responsible Officer	Director: Neighbourhood Services Assistant Directors: Waste Management / Health and Wellbeing				
Link to Community Plan	All people in Newry, Mourne and Down benefit from prosperous communities	Link to Corporate Plan 2021-23	Enhance, protect and promote our environment		
Governance: Performance Improvement Plan 2022-23	<ul style="list-style-type: none"> Mid Year Progress Report of the Performance Improvement Plan 2022-23 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee 				
Meeting the legislative criteria	<p>Strategic Effectiveness: Aligned to community planning outcomes and corporate objectives and will deliver real benefits and outcomes to local citizens.</p> <p>Service Availability: The availability of key services will improve, through support for community led initiatives and access to funding through 'Live Here Love Here' campaigns.</p> <p>Innovation: The Council has introduced innovative ways to improve civic and community pride across the District, as evidenced through support for Community Clean ups, Enforcement Improvement Plan, continued engagement with Keep NI Beautiful and the development of mobile apps to report and record environmental crime, identify emerging issues and address 'hotspots' across the District.</p> <p>Sustainability: Initiatives to encourage public participation in key campaigns, promote responsible dog ownership and reduce levels of littering, fly tipping and dog fouling will empower residents and support the delivery of a more sustainable service and cleaner District in the future.</p>				
What we are going to do					
Supporting Action	Link to Thematic Plan/Strategy	Measure of Success	Resources	Governance Arrangements	Responsible Officers

<p>Address issues around littering, fly tipping and dog fouling by:</p> <p>Implementing the Enforcement Improvement Plan</p> <p>Promoting responsible dog ownership through publicity and social media campaigns</p> <p>Working with Louth County Council to raise awareness of the impact of fly tipping along the border area</p> <p>Encouraging residents to bring properly sorted surplus recyclable waste to our Household Recycling Centres</p>	<p>Corporate Plan 2021-23</p> <p>Enforcement Improvement Plan</p> <p>Neighbourhood Services Directorate Business Plan 2022-23</p>	<p>LEAMS score (Keep NI Beautiful Cleanliness Index)</p> <p>Number of fixed penalty notices issued (littering and dog fouling)</p> <p>Number of fixed penalty notices paid (littering and dog fouling)</p> <p>The percentage of household waste collected by District Councils that is sent for recycling</p> <p>The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled</p> <p>The amount of Local Authority Collected Municipal Waste arisings</p>	<p>Within existing resources</p>	<p>Annual and bi-annual assessments of the Neighbourhood Services Directorate Business Plan 2022-23</p> <p>Ongoing assessments of the Dog Fouling Strategy and Enforcement Improvement Plan</p>	<p>Assistant Director: Waste Management</p> <p>Head of Waste Processing</p> <p>Head of Waste Management</p>
<p>Launching the 'mobile app' to enable officers and residents to record and report incidents of environmental crime</p>	<p>NS Directorate Business Plan 2022-23</p>	<p>Mobile apps launched</p>	<p>Within existing resources</p>	<p>Annual and bi-annual assessments of the NS Directorate Business Plan 2022-23</p>	<p>Assistant Director: Waste Management</p> <p>Head of Waste Processing</p>

Support local community clean ups, in line with COVID-19 guidance	Active and Healthy Communities Directorate Business Plan 2022-23	Number of community clean ups supported	Within existing resources	Annual and bi-annual assessments of the AHC Directorate Business Plan 2022-23	Assistant Director: Health and Wellbeing
Participate in the Keep NI Beautiful 'Live Here Love Here' campaign		Number of 'Live Here Love Here' environmental projects			
Encourage community groups to 'Adopt a Spot'		Number of community groups to 'Adopt a Spot'			
Commission surveys to monitor street cleanliness and identify emerging issues and hotspots	NS Directorate Business Plan 2022-23	Surveys commissioned	Within existing resources	Annual and bi-annual assessments of the NS Directorate Business Plan 2022-23	Assistant Director: Waste Management Head of Waste Processing
Highlight the impact of littering on the marine environment		Work commenced in relation to littering and the marine environment			
Risk Management					
Risks			Actions to Mitigate Against Risks		
Stakeholders do not get involved in community clean up's and 'Live Here Love Here' campaigns			All initiatives are promoted and publicised across the District, through social media, website, liaison with Council employees and word of mouth.		
Failure to improve the level of street cleanliness and reduce the level of littering, dog fouling and fly tipping			The Council has a number of initiatives in place to encourage civic pride in the local area, promote responsible dog ownership, report littering and use enforcement action.		
Failure to achieve the statutory targets for waste management			Programmes are in place to increase the rate of recycling and reduce the amount of waste sent to landfill.		

Performance Improvement Objective 4

We will build the capacity of local communities through the Financial Assistance Scheme			
Senior Responsible Officer	Director: Active and Healthy Communities Assistant Director: Community Engagement		
Link to Community Plan	All people in Newry, Mourne and Down live in respectful, safe and vibrant communities	Link to Corporate Plan 2021-23	Enable and support people to engage in inclusive and diverse activities in their communities

<p>Governance: Performance Improvement Plan 2022-23</p>	<ul style="list-style-type: none"> • Mid Year Progress Report of the Performance Improvement Plan 2022-23 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee • Annual Assessment of Performance 2021-22 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee 				
<p>Meeting the legislative criteria</p>	<p>Strategic Effectiveness: Aligned to community planning outcomes and corporate objectives and will deliver real benefits and outcomes to citizens.</p> <p>Service Availability: The availability of and accessibility to key services will improve through the continued roll-out of projects and initiatives funded through the Financial Assistance Scheme.</p> <p>Fairness: This objective provides opportunities to improve societal wellbeing by engaging all sections of the local community, including older people, young people, children and people from BME communities, whilst supporting the community and voluntary sector through Council allocated funding.</p> <p>Innovation: Innovative mechanisms to effectively engage and work in partnership with the community and voluntary sector, ensuring that all sections of the local community have the opportunity to benefit from the Financial Assistance Scheme.</p>				
<p>What we are going to do</p>					
Supporting Action	Link to Thematic Plan/Strategy	Measure of Success	Resources	Governance Arrangements	Responsible Officers
<p>Launch 3 financial assistance calls across a minimum of 19 thematic areas to support the delivery of community led projects</p>	<p>Active and Healthy Communities Directorate Business Plans 2022-23</p>	<p>% of successful financial assistance applications</p> <p>% of financial assistance applications funded</p> <p>Number of participants/beneficiaries of the Financial Assistance Scheme</p>	<p>£1.4m within the Financial Assistance Scheme 2022-23</p>	<p>Annual and Bi-annual assessments of the AHC Directorate Business Plan 2022-23</p>	<p>Assistant Director: Community Engagement</p>
<p>Deliver online training and capacity building to support local voluntary and community groups in applying for financial assistance, with an emphasis on themes with lower success rates</p>	<p>Active and Healthy Communities Directorate Business Plans 2022-23</p>	<p>Number of online capacity building sessions delivered</p> <p>Number of participants at training sessions</p>		<p>Reports considered and approved by the AHC Committee</p>	<p>Head of Programmes</p>

Promote the online training module to potential applicants, including those who were unsuccessful in 2021-22	Active and Healthy Communities Directorate Business Plans 2022-23				
Risk Management					
Risks		Actions to Mitigate Against Risks			
Reduction in the number/percentage of successful applications		Ongoing training and capacity building programme in place.			
Poor uptake and capacity to use the Electronic Grants Management System		Ongoing promotion of the system and training and capacity building programme in place.			
Low attendance and participation in training and capacity building programme		Ongoing promotion to potential applicants, including those who have been unsuccessful in previous years			

Performance Improvement Objective 5

We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme			
Senior Responsible Officer	Director: Enterprise, Regeneration and Tourism Chief Planner		
Link to Community Plan	All people in Newry, Mourne and Down benefit from prosperous communities	Link to Corporate Plan 2021-23	Provide accessible, high quality and integrated services through continuous improvement
Governance: Performance Improvement Plan 2022-23	<ul style="list-style-type: none"> Mid Year Progress Report of the Performance Improvement Plan 2022-23 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee Annual Assessment of Performance 2021-22 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee 		
Meeting the legislative criteria	<p>Strategic Effectiveness: Aligned to community planning outcomes and corporate objectives and will deliver real benefits to citizens.</p> <p>Service Quality: The implementation of the Planning Service Improvement Programme has, and will continue to improve the quality of the service provided by reducing the processing times of applications.</p> <p>Service Availability: Improved availability of the Planning Service, focused on reducing processing times, will contribute to the sustainable development of Newry, Mourne and Down.</p> <p>Efficiency: The purpose of the Planning Service Improvement Programme is to improve the overall efficiency and effectiveness of the service, by seeking to make better use of the resources available.</p>		
What we are going to do			

Supporting Action	Link to Thematic Plan/Strategy	Measure of Success	Resources	Governance Arrangements	Responsible Officers
<p>Reduce the number of live planning applications and enforcement cases which have been in the system for over 12 months</p> <p>Work with agents and architects to improve the standard of planning applications submitted</p> <p>Support employees to deliver service improvements through ongoing training, capacity building and 'planning surgeries'</p>	ERT Business Plan 2022-23	<p>Average processing time for local planning applications (weeks)</p> <p>Average processing time of major planning applications (weeks)</p> <p>Percentage of planning enforcement cases progressed within 39 weeks</p> <p>Number of planning applications in the system for 12-18 months</p> <p>Number of planning applications in the system for less than 12 months</p> <p>Number of enforcement cases in the system 12 months or more</p>	Within existing resources	Annual and bi-annual assessments of the ERT Business Plan 2022-23	Chief Planner
Effectively implement the new electronic planning system	ERT Business Plan 2022-23	Successful implementation	Within existing resources	Annual and bi-annual assessments of the ERT Business Plan 2022-23	Chief Planner
Risks Management					
Risks			Actions to Mitigate the Risks		
Failure to meet the statutory performance standards for processing planning applications, enforcement cases.			The Planning Service Improvement Programme outlines the key areas for improvement, with progress being monitored and reported on a regular basis.		

The Council does not reduce the number of live planning applications and enforcement cases in the system

The Planning Service Improvement Programme outlines the key areas for improvement, with progress being monitored and reported on a regular basis.

WORK IN PROGRESS