



September 24th, 2025

Notice Of Meeting

You are requested to attend the meeting to be held on **Thursday, 25th September 2025** at **2:00 pm** in **Mourne Room, Downshire Civic Centre.**

Committee Membership 2025-26

Ms Brona Slevin **Independent Chairperson**

Councillor C Bowsie

Councillor P Byrne

Councillor J Brennan

Councillor L Devlin

Councillor M Gibbons

Councillor O Hanlon

Councillor T Howie

Councillor C King

Councillor K Murphy

Councillor S O'Hare

Agenda

1.0 Apologies and Chairperson's Remarks

2.0 Declarations of Interest

3.0 Action Sheet of Audit Committee meeting held 31 July 2025

 *Audit Committee Action Sheet 2025_07_31.pdf*

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Performance (OPEN SESSION)

4.0 Assessment of performance 2024/25

 *Audit Committee Cover Report Assessment of Performance 2023-24.pdf*

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 *Appendix 1 - Assessment of Performance 2024-25.pdf*

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 *Appendix 2 - Our Performance Looking Back Going Forward 2024-2025.pdf*

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Corporate Services (OPEN SESSION)

6.0 Officers Register of Interests

 *Conflicts of Interest Policy Procedures - Audit Committee Report.pdf*

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 *Appendix 1 -SPRC COI Report.pdf*

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 *Appendix 2 -Draft Conflict of Interest Policy and Procedures V0.7.pdf*

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7.0 Corporate Risk Register – S&E Directorate Risk Register also to be tabled

 *Corporate Risk Register 25 Sept 2025.pdf*

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 *Appendix 1 - CRR Overview - Sept 2025.pdf*

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 *Appendix 2 - CRR - Sept 2025.pdf*

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 *Appendix 3 -SE Overview - Sep 2025.pdf*

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 *Appendix 4 - SE DRR Review - Sept 2025.pdf*

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8.0 NMMDC Statement of Accounts 2024/25

NIAO (CLOSED SESSION)








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

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

CORPORATE SERVICES (CLOSED SESSION)





10.0 Update of Audit Recommendations

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating 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

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

11.0 Direct Award Contracts Report

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

 Audit Committee Cover Report 31.08.2025 -DACs final.pdf	Not included
 Appendix 1 Q1 2025-2026 DACs Awarded.pdf	Not included
 Appendix1b Q2 2025-2026 Q2 DACs Awarded.pdf	Not included
 Appendix 2 Year End DAC comparison by number and spend.pdf	Not included

12.0 Procurement Action Plans

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating 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

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

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

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

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

Internal Audit (CLOSED SESSION)

14.0 SUMERNI Summary Report

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating 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

NMDDC Summary report - September 2025 to Audit Committee.pdf	Not included
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15.0 Internal Audit Plan 2025/26 – revision

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act

(Northern Ireland) 2014 - information relating Information relating to the financial or business affairs of any particular person (including the Council holding that information) - and the public may, by resolution, be excluded during this item of business

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

Not included

16.0 HR Policy Review

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

 **202526 NMDDC - HR Policy - Final report .pdf**

Not included

17.0 PCSP Audit

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

 **2025.26 NMDDC - PCSP - Final Report to Council.pdf**

Not included

18.0 Mid-Year Follow Up

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

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

Not included

Invitees

Cllr Terry Andrews

Cllr Callum Bowsie

Mr Padraig Brady (SumerNI)

Mr Stephen Brannigan (NIAO)

Cllr Jim Brennan

Lorraine/Emma Burns/McParland

Mr Gerard Byrne

Cllr Pete Byrne

Cllr Philip Campbell

Cllr William Clarke

Cllr Laura Devlin

Ms Kathy Doey (NIAO)

Cllr Cadogan Enright

Cllr Killian Feehan

Cllr Doire Finn

Cllr Conor Galbraith

Cllr Mark Gibbons

Christine Hagan (SumerNI)

Cllr Oonagh Hanlon

Cllr Glyn Hanna

Cllr Valerie Harte

Cllr Martin Hearty

Cllr Roisin Howell

Cllr Tierna Howie

Ms Catherine Hughes

Cllr Jonathan Jackson

Joanne/Noelle Johnston

Cllr Geraldine Kearns

Miss Veronica Keegan

Mrs Josephine Kelly

Cllr Aurla King

Cllr Cathal King

Cllr Mickey Larkin

Cllr David Lee-Surginor

Cllr Alan Lewis

Cllr Oonagh Magennis

Cllr Aidan Mathers

Cllr Declan McAteer

Cllr Leeanne McEvoy

Cllr Selina Murphy

Cllr Kate Murphy

Cllr Declan Murphy

Cllr Siobhan O'Hare
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Cllr Áine Quinn
.....
Cllr Henry Reilly
.....
Cllr Michael Rice
.....
Cllr Michael Ruane
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Ms Brona Slevin (Audit)
.....
Cllr David Taylor
.....
Cllr Jarlath Tinnelly
.....
Cllr Jill Truesdale
.....
Mr Seamus Wade (NIAO)
.....
Cllr Helena Young
.....

AUDIT COMMITTEE MEETINGActions arising from Audit Committee Meeting – 19 September 2024

Minute Ref	Subject	Decision	Lead officer	Action taken / progress to date	Remove from action sheet Y/N
AC/071/2024	Action sheet of Audit Committee from 31/07/2024	It was agreed that any training opportunities for Members be considered and tabled at a future committee meeting	J Kelly	Training to be organised in autumn following membership change at the AGM.	N

Actions arising from Special Audit Committee Meeting – 23 May 2025

Minute Ref	Subject	Decision	Lead officer	Action taken / progress to date	Remove from action sheet Y/N
AC/055/2025	Internal Audit	<p>It was agreed to approve the Internal Audit Reports, to include the following:</p> <ul style="list-style-type: none"> Follow Up Report with officers providing a 6-month mid-year review on the 2024/25 actions/internal audit recommendations to the December Audit Committee Refuse Collection Overtime Report Newry BID Final Report with officers to provide an update report at the September Audit Committee Meeting Annual Assurance Report 	J Kelly	<p>In progress with reports to be tabled as agreed:-</p> <p>January Audit Committee</p> <p>Included in mid-year follow up review by internal audit, and will be included in final follow up later in the year.</p> <p>Completed – July 2025</p>	<p>N</p> <p>N</p> <p>Y</p>

Actions arising from Audit Committee Meeting –31 July 2025

Minute Ref	Subject	Decision	Lead officer	Action taken / progress to date	Remove from action sheet Y/N
AC/060/2025	Action sheet of Audit Committee meetings of 8 and 25 May	It was agreed to note the action sheets	J Kelly	Agreed to note	Y
		It was also agreed that an update report re MMGP would be tabled at SPR and Audit Committee	C Mallon	Report to brought back	N
AC/061/2025	Audit Committee Annual Report	It was agreed to approve the Audit Committee Annual Report	J Kelly	Agreed to approve	Y
AC/062/2025	Corporate Risk Register – Including AHC Risk Register	<p>The following was agreed:</p> <ul style="list-style-type: none"> - To approve the updates to the CRR highlighted within the summary at Appendix 1. Full CRR evidenced at Appendix 2. - To note the revised AHC Risk Register summary at Appendix 3 and detailed AHC Risk Register at Appendix 4 	J Kelly	Agreed to approve	Y
AC/063/2025	Performance Improvement Plan	It was agreed to note the Performance Improvement Plan 2025/26 (including the five performance improvement objectives), Consultation, Engagement Report 2025/26 and Objective Delivery Plans 2025/26.	G Byrne	Agreed to note	Y
AC/064/2025	Planning Update	It was agreed to note the contents of the report	J McGilly	Agreed to note	Y

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

		including the Active DAC register at 30 June 2025 It was also agreed to include in the reporting template a table showing the non-compliant DACS for the next Audit Committee.	J Kelly	Tabled at September Committee Meeting	Y
AC/070/2025	Procurement Action Plans	It was agreed to note the update and progress in relation to Procurement and the Directorate Procurement Action Plans	G Byrne	Agreed to note	Y
AC/071/2025	Update on fraud and whistleblowing	It was agreed to note the following: <ul style="list-style-type: none"> • The update in relation to fraud and raising concerns cases as detailed at Appendix 1 • The progress on actions arising from the NIAO Internal Fraud Risk self-assessment • The update in relation to the National Fraud Initiative 	G Byrne	Agreed to note	Y
AC/072/2025	Annual Assessment of Chairperson's Performance	It was agreed to note the annual assessment of the Chairperson's Performance	J Kelly	Agreed to note	Y
AC/073/2025	Sumer NI Summary Report	It was agreed to note the report	J Kelly	Agreed to note	Y
AC/074/2025	Internal Audit plan	It was agreed to approve the internal audit plan	J Kelly	Agreed to approve	Y
AC/075/2025	Information Governance Audit Report	it was agreed to note the Information Governance Audit Report	J Kelly	Agreed to note	Y
AC/076/2025	Strategy Bridging Letter	It was agreed to note the Strategy Bridging letter	J Kelly	Agreed to note	Y

Report to:	Audit Committee
Date of Meeting:	25 September 2025
Subject:	Assessment of Performance 2024-25
Reporting Officer (Including Job Title):	Gerard Byrne – Assistant Director: Finance & Performance
Contact Officer (Including Job Title):	Catherine Hughes – Acting Head of Performance and Improvement

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

For decision	For noting only	X
1.0	Purpose and Background	
1.1	<p>Part 12 of the Local Government Act (NI) 2014 requires District Councils to put in place arrangements to secure continuous improvement in the exercise of their functions. Through the Act, the Council has a statutory requirement to produce and publish an Assessment of Performance before 30 September each year. The legislation states that the Assessment of Performance must outline the Council’s progress in relation to the General Duty of Improvement, as well as planned improvements against the previous year’s:</p> <ul style="list-style-type: none">• Performance improvement objectives• Statutory performance indicators and standards for economic development, planning and waste management• Self imposed performance indicators <p>The Assessment of Performance 2024-25 was considered and approved by the Strategy, Policy and Resources Committee on 14 August 2025 and approved by Full Council on the 1 September 2025.</p>	
2.0	Key issues	
2.1	<p>The Assessment of Performance 2024-25 is attached at Appendix 1 and therefore provides an overview of the:</p> <ul style="list-style-type: none">• Council’s progress in meeting the General Duty of Improvement• Achieving the ‘measures of success’ within the Corporate Plan 2024-27• Achieving the ‘measures of success’ within the Performance Improvement Plan 2024-25• Meeting the statutory performance indicators and standards for economic development, planning and waste management <p>Where possible, performance has been tracked against set targets, trends over time and compared with other local authorities across Northern Ireland. It should however be noted that comparisons with previous years should be considered within the context of the COVID-19 pandemic and the subsequent impact on Council service provision. Progress has also been aligned to the outcomes within the Community Plan for Newry, Mourne and Down and reported accordingly throughout the Assessment of Performance.</p>	

2.2	Each year, the Council produces the user friendly, accessible document 'Our Performance Looking Back Going Forward', which summarises the retrospective Assessment of Performance and forward-looking Performance Improvement Plan. This document is attached at Appendix 2 .
2.3	<p>There is a statutory requirement to publish the Assessment of Performance 2024-25 on the Council's website by 30 September 2025. The Assessment of Performance will form a key part of the Performance Audit and Assessment which is carried out by the NIAO, and focuses on the following six themes, using a compliance based approach:</p> <ul style="list-style-type: none"> • General duty to improve • Improvement objectives • Consultation on improvement duties • The Improvement Plan • Collection of information relating to performance • Use and publication of performance information <p>Through the Performance Audit and Assessment, the NIAO will determine how effective and robust the Council's performance management arrangements are, as well as the Council's likelihood to comply with the duty to make arrangements to secure continuous improvement in future years.</p>
3.0	Recommendations
3.1	<p>To note:</p> <ul style="list-style-type: none"> • The Assessment of Performance 2024-25, including the summary document 'Our Performance Looking Back Going Forward'
4.0	Resource implications
4.1	The cost of the design of the summary document 'Our Performance Looking Back Going Forward' in both Irish and English is £840.00 and is funded through the existing Performance and Improvement budget.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p>

	<p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i> Consultation not required.</p>
6.0	Due regard to Rural Needs (please tick all that apply)
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	Appendices
	<p>Appendix 1: Assessment of Performance 2024-25</p> <p>Appendix 2: Our Performance Looking Back Going Forward</p>
8.0	Background Documents
	<ul style="list-style-type: none"> Local Government Act (NI) 2014 (Part 12) Performance Improvement Plan 2025-26 Corporate Plan 2024-27

Newry, Mourne and Down District Council

Assessment of Performance 2024-25



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Overall Assessment of Performance 2024-25

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

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

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

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

Introduction

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

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

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

General Duty of Improvement

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

Performance Improvement Objectives

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

1. We will support the health and wellbeing of local people by improving our leisure facilities and services
2. We will contribute to growing the economy by supporting local businesses and job creation
3. We will improve the cleanliness of our District by continuing to promote recycling and addressing littering, fly tipping and dog fouling incidents
4. We will improve our sustainability and reduce our impacts in relation to climate change
5. We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme

Statutory Performance Indicators and Standards

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

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

Self Imposed Performance Indicators

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

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






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

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

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

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

Legend

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

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

Our District, Our Organisation, Our Performance



District

Population: 182,074
Households: 68,397
7 District Electoral Areas
41 Elected Members
1,000+ employees
88% of residents are satisfied with the Council



Community

Life expectancy:
Male: 78.9 years /
Female: 82.6 years

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

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

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

55 Neighbourhood Watch Schemes

18,407 food parcels delivered to vulnerable households

£12.3m awarded through the Financial Assistance Scheme since 2015



Tourism

In 2023:

Numbers of overnight stays 482,585

Level of visitor spend - £79,139,615

Three Areas of Outstanding Natural Beauty

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



Health and Wellbeing

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

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

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

200k recorded visits at community trails

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



Economy

Employment rate: 65.5%

9,515 VAT Registered Businesses

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

206 new jobs promoted through business start activity

231 businesses supported delivered through economic development programmes



Environment

Recycling is important to 91% of residents

Top perceived problem for residents: Dog mess and fouling




Recycling rate: 49.0%



















185 community clean ups supported since 2020

Second lowest level of waste to landfill across all NI Councils



A snapshot of 2024-25:

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

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

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

General Duty of Improvement

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

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

Improvement planning and publication of improvement information

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

Improvement assessment

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

Arrangements to secure continuous improvement

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

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

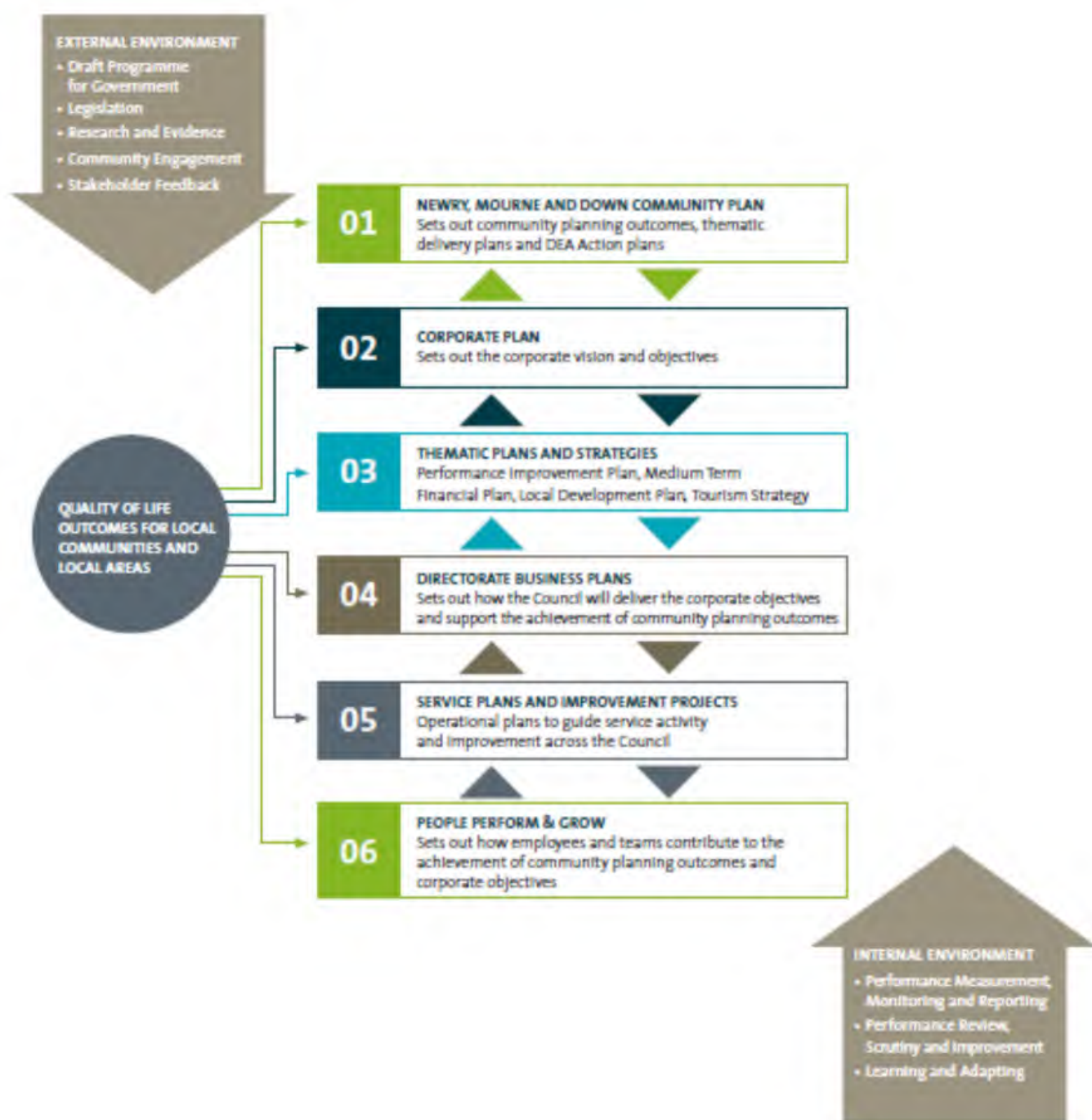
- The Council has developed and agreed integrated planning, monitoring and reporting cycles, which have been aligned to ensure everyone in the organisation is working towards shared objectives, with progress being monitored and reported on a regular basis. This integrated timeline of activity is outlined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

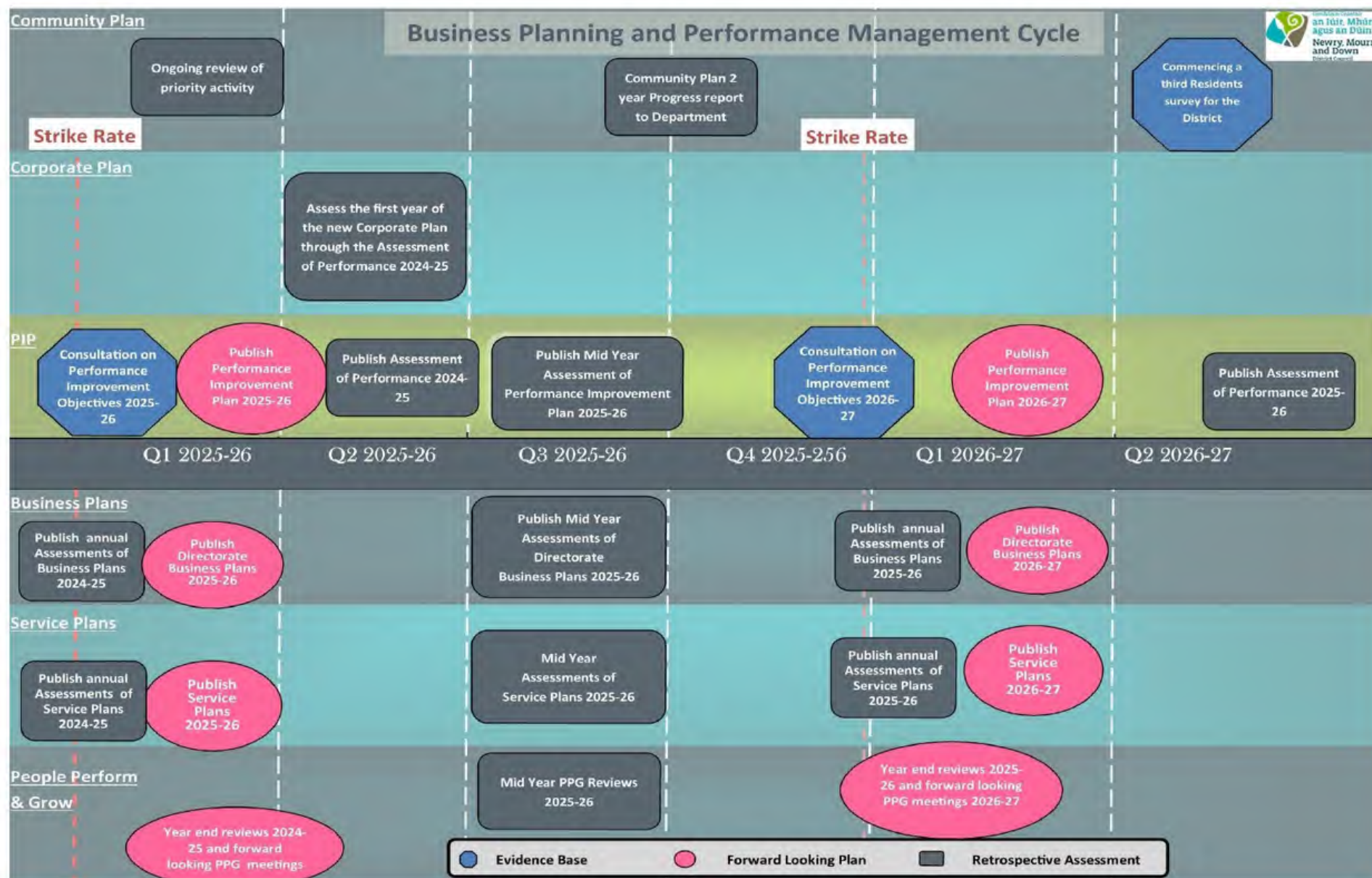
Directors in reviewing performance during 2024-25, setting direction in 2025-26 and communicating the objectives within the Corporate Plan.


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

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

Business Planning and Performance Management Framework and Cycle







Community Planning Outcome

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

Corporate Objective
Improve the health and wellbeing of everyone in the district

Key Action	Status	Update
Principal Project: Progress Warrenpoint Health and Wellbeing Centre	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>+ 1</div>
	Notes:	1 Warrenpoint Health & Wellbeing Hub Project currently progressing through the planning process. Capital Budget for project delivery is included in Council's Capital Programme.
Continue to implement our Active Travel Masterplan	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>+ 1</div>
	Notes:	1 Council have been working with DFI on prioritising cycle routes and greenways. Council responded to DFI consultation on an Active Travel Plan for Northern Ireland. Newry to Carlingford Greenway was completed with a boardwalk link section at Victoria Lock. Funding was secured under DFIs Active Travel fund to develop infrastructure in Newcastle. Active travel links were also developed from Narrow Water Bridge into Warrenpoint.

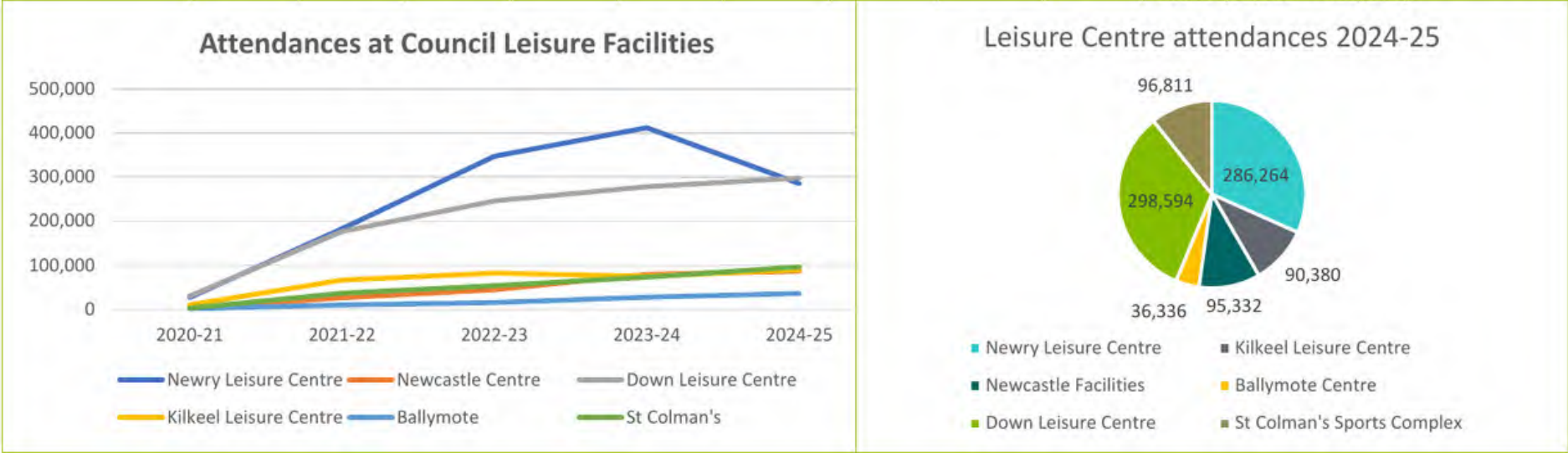
Continue to implement our Age Friendly Strategy 2021–2031	<div>Target</div> <div>Progress</div> <div>Green</div> <div>^ 1</div>
Notes:	<p>1 The Age Friendly Strategic Alliance continued convening, ensuring the eight WHO age-friendly themes are embedded across council services and local partners The Older People's Forums (led by residents aged 50+ under the Alliance) have remained active, meeting monthly and contributing to strategic oversight and building older people's involvement in decision-making at a local level. The Age Friendly Coordinator maintained cross-sector liaison between council, public health, community and voluntary sectors Through the Be Active for Life and Be Active for Health programmes, the Council supported over 10,000 participants (including many older people) in low-to-moderate intensity physical activity, some via GP-referral (PARS) programmes helping manage chronic health conditions and mental wellbeing</p>
Continue to implement our Sports Facilities Strategy	<div>Target</div> <div>Progress</div> <div>Green</div> <div>^ 1</div>
Notes:	<p>1 We continue implementing the Sports Facilities Strategy and have made significant progress in 2024/25 across several key areas. Planning approval was secured for the upgrade of the pitch at Donard Park, enhancing provision for local clubs and schools. Dunleath Skateboard Park also received planning approval, supporting youth recreation and urban sport development. Financial assistance was awarded to multiple local sports clubs, enabling them to enhance their facilities and increase participation.</p>
Continue to implement our Play Strategy	<div>Target</div> <div>Progress</div> <div>Green</div> <div>^ 1</div>
Notes:	<p>1 We continue implementing the Play Strategy. We successfully delivered Year One of the Play Strategy Review in 2024/25. Five play parks were upgraded to a high play value standard, enhancing quality, accessibility, and inclusivity for local communities. A budget has also been secured and allocated for Years Two and Three, ensuring continued delivery and investment in play provision across the district in line with strategic priorities.</p>

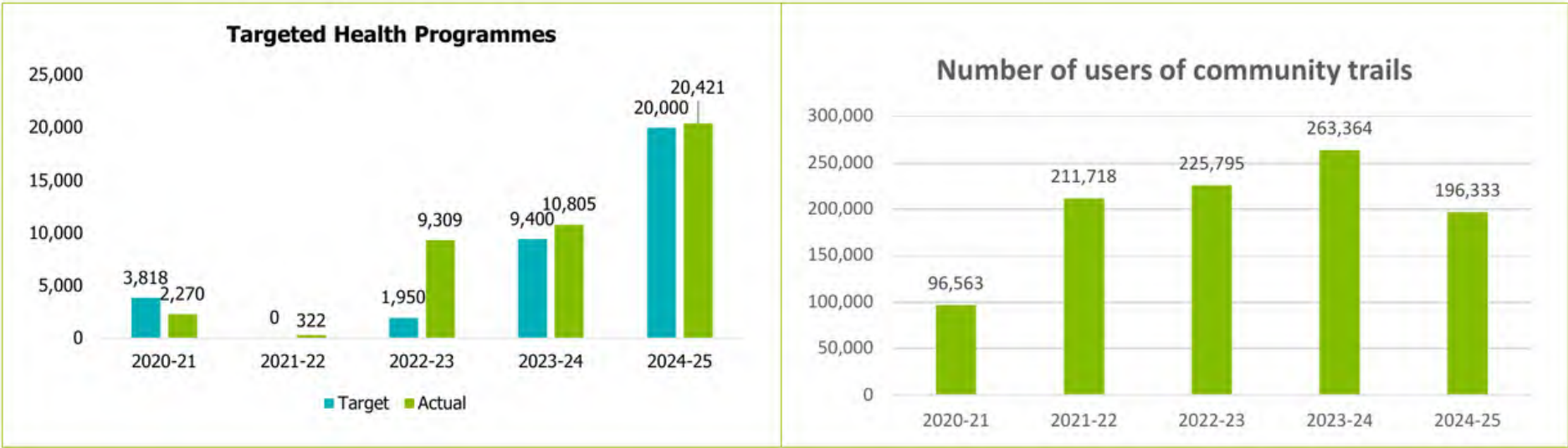
Continue to implement our Community Trails Development Plan		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>~ 1</div>
	Notes:	<p>1 We implemented the Community Trails Development Plan. Council have successfully completed all seven of the previously approved community trail builds across the district. Building on this success, we have now developed a prioritisation plan identifying future potential trail projects, ready for delivery once funding becomes available. We continue to monitor external funding opportunities regularly to support the ongoing implementation of this strategic plan.</p>	
Carry out initiatives to tackle health inequalities across the district		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>~ 1</div>
	Notes:	<p>1 Over the past year, the Health Improvement Team have been working to improve the health and wellbeing of everyone in our district through targeted initiatives aimed at reducing health inequalities. Our approach has focused on promoting and supporting the key public health messages and campaigns throughout the year by strengthening and maintaining opportunities for partnership working, training, signposting and raising awareness. By partnering with local organisations and key stakeholders both statutory and non-statutory, we ensured that support reached those most affected by socio-economic challenges with particular focus to the areas of multiple deprivation. The key emphasis of the initiatives carried out in 24/25 focussed on the following: Take 5 Approach to Wellbeing, Mental, Physical and Emotional Health, Suicide Prevention, Healthy Pregnancies, Drugs and Alcohol Awareness, Nutrition and Men's Health. . The Health Improvement Team also carried out 283 Home Safety Checks across the district in 24/25 providing information, advice and support to households in relation to safety and wellbeing.</p>	

Establish an Open Spaces Strategy		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>> 1</div>
	Notes:	1 The LDP Open Space Strategy sets out the Council's approach to the protection, enhancement and management of open space in the district. The Council commissioned a review of existing open space as part of preparing the Plan Strategy. The review not only identifies existing facilities but highlights future needs in terms of the provision of quality open space, sport and outdoor recreational facilities in the council area. The review includes an audit of existing open space and provides a draft Open Space Strategy, which will require further consideration by Council	
Delivery of projects within the PeacePlus Action Plan addressing wellbeing, social prescribing and opening of shared spaces		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>> 1</div>
	Notes:	1 Letter of offer received February 2025 for Euro 8,645,533 to enable full delivery against the Peace Plus Action for Theme 1.1 of the Peace Plus Programme. Pre contract phase for completion of Partnership agreements is underway.	

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

Number of attendances at Council leisure facilities	-	447,095	-	803,517	-	954,912 (Paid Attendances: 768,842)	-	903,717 (Paid attendances: 737,439)	▶	There has been a decrease of 5.4% in the number of attendances at Council Leisure facilities between 2023-24 and 2024-25. The figure fell from 954,912 in 2023-24 to 903,717 in 2024-25. This decrease can be primarily attributed to the closure of Newry swimming pool that closed in February 2024 and only reopened in March 2025.
Number of users of community trails	Target	Actual	Target	Actual	Target	Actual	Target	Actual	☹️ ▽	Visitor numbers have been impacted by adverse weather events, including storms Darragh and Eowyn. There has however been a large increase in the numbers of users from 2020-21 of over 100% (96,563 – 196,333)
	-	211,718	120,000	225,795	225,000	263,364	265,000	196,333		




















Performance Improvement Objective 1

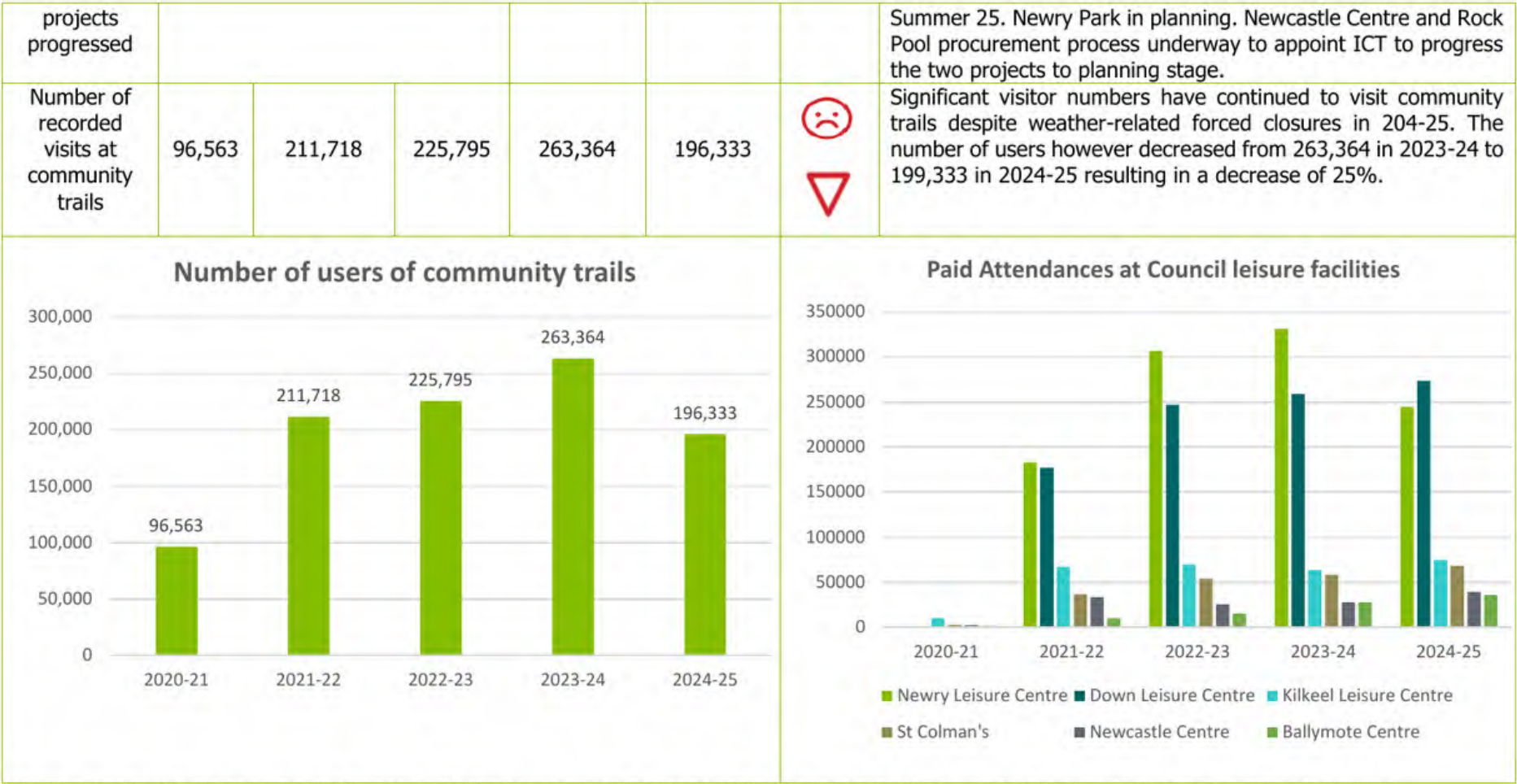
We will support the health and wellbeing of local people by improving our leisure facilities and services

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

Maintain the number of recorded visits to Community Trails.	<div>Target</div> <div>Progress</div>	<div></div> <div>Red</div> <div>1</div>
Notes:	<p>1 Significant visitor numbers have continued to visit community trails despite weather-related forced closures in 204-25. The number of users decreased from 263,364 in 2023-24 to 199,333 in 2024-25 resulting in a decrease of 25%.</p>	
Work towards Leisure-Safe Accreditation for all indoor leisure facilities	<div>Target</div> <div>Progress</div>	<div></div> <div>Amber</div> <div>1</div>
Notes:	<p>1 Leisure-Safe Accreditation was not achieved due to building standards non-compliance issues identified during initial assessments. Much improvement and progress has been made however through the Planned Maintenance Programmes that is being carried out by our Maintenance Section. Once addressed, the accreditation process will resume.</p>	

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

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



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



Community Planning Outcome

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

Corporate Objective

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

Key action		Update	
Principal Project: Progress Newcastle tourism and recreation facilities		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
Notes:		1 Council was successful in an application to Department for Infrastructure for investment of £600k into the development of active travel routes, linking key facilities and visitor attractions with the wider infrastructure network.	

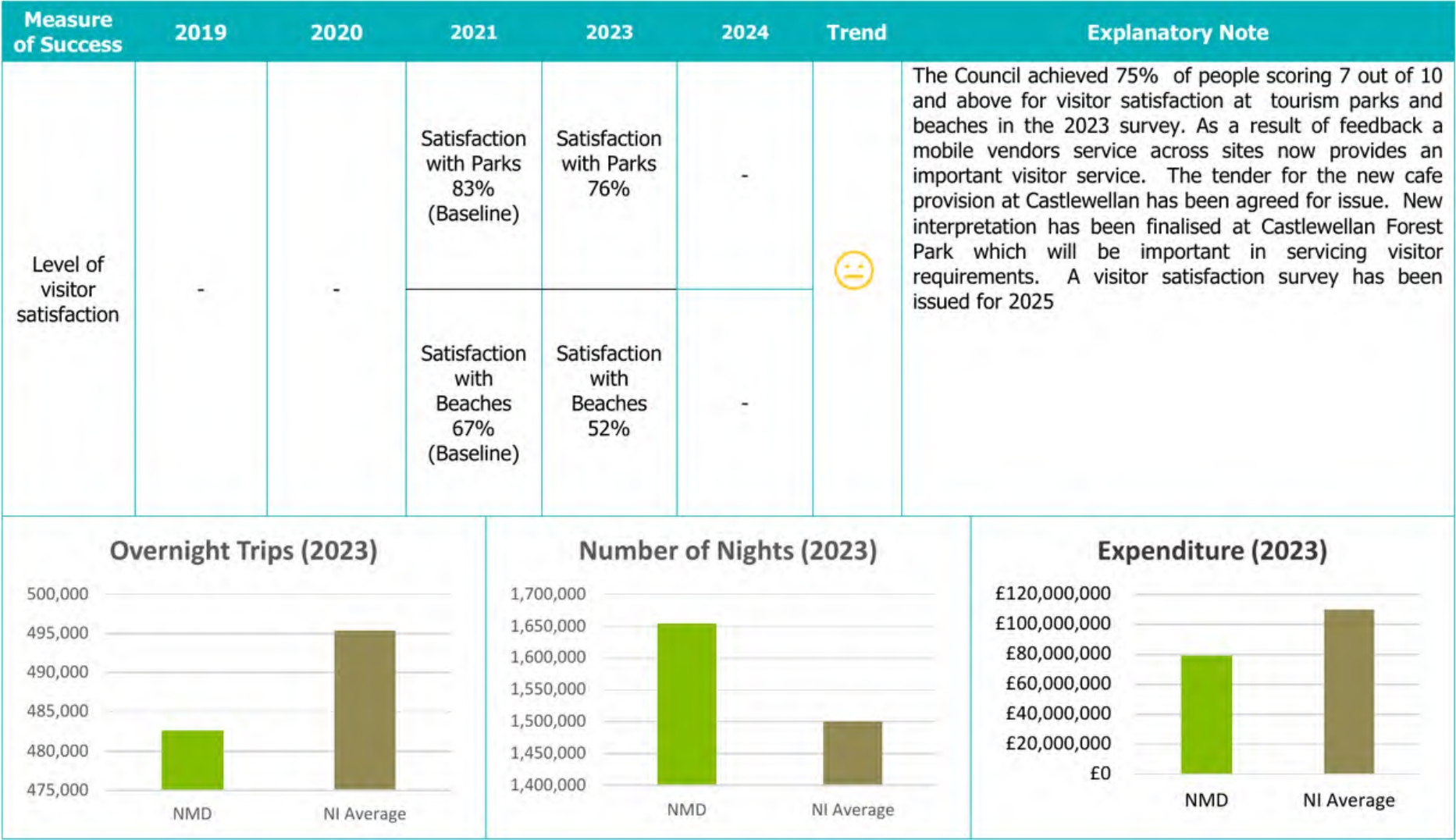
Deliver the Council's Tourism Strategy.		Target	To initiate progress on
		Progress	Green
		* 1	
Notes:		<p>1 Progress has been made across the 5 key strategic priorities identified in the strategy which has included, comprehensive communications across on and off line platforms and continued investment in experience development. Emphasis on engaging with the local community on tourism within the District through a showcase event in being progressed for 25/26 and widespread engagement with key tourism partners through the Northern Ireland Tourism Alliance and meeting with Tourism Ireland and Tourism NI on a regular basis. Membership of Association of Visitor Experience & Attractions and attendance at workshop has presented important learning for the Destination. The development and agreement on a wide range of consumer and Business to Business shows will be important in maximising economic advantage as destination level. The collection of data across forest parks is ongoing and important in informing future developments. Prioritising investment in tourism related infrastructure is ongoing with business cases agreed and financial contribution agreed for investment in Delamont, Castlewella, Newry Canal and automated charged parking systems across all parks</p>	

Develop the tourism proposition for the district and new visitor experiences with industry in line with Tourism Experience Brands.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>100%</div>
	Notes:	1 Works have been ongoing with a new food tour, mindfulness experience and whiskey tasting experience. The experiences have been developed in line with guidance from TNI Brand Ambassador programme. Ongoing has been provided to existing experience to encourage programming of dates and advises around their digital presence and presentation of Experiences to relevant tour operators	
Continue to progress the Mourne Mountains Gateway Project as part of the BRCD investment programme, and other major tourism capital projects throughout the district.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>100%</div>
	Notes:	1 Prioritising investment in tourism related infrastructure is ongoing with business cases agreed and financial contribution agreed. Completion of Fallows Walking Trail was launched, representing an investment of £1 Million into Kilbroney Forest park. Contract for Funding is in place for Mourne Mountain Gateway Programme. For this project - Outline Business Case is completed; Integrated Consultancy Team appointed, including appointment for a Gondola Consultant, enabling progression of stage 1 and stage 2 design.	

Implement the Mourne Gullion Strangford UNESCO Global Geopark Masterplan 2020–2023 and Business Plan 2021–2025.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>1</div>
	Notes:	1 Geopark management and promotion remain ongoing, with officers attending key meetings and supporting the Landscape Partnership legacy programme, including the Lúnasa Festival and partner projects. Implementation also includes the Management of three MPA Management Groups, implementing the actions from the two AONB Management Plans and reporting on implementation of MPA Management Plans.	
Continue to deliver the Council's Arts, Culture & Heritage Strategy to grow our audiences, increase engagement and enhance our Arts, Museums and Events' offering.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>1</div>
	Notes:	1 Successful delivery of Giant Adventures events programme, schools engagement programme at the museums, and comprehensive Arts programme at Down Arts Centre.	

Measure of Success	2017	2018	2019	2023	2024	Trend	Explanatory Note
Number of overnight stays	589,581	449,953	455,876	482,585	444,000	▶	<p>There was a break in tourism statistics between 2020 and 2023 due to the unprecedented impact of the Covid-19 pandemic.</p> <p>While 2023 data shows in an increase in the number of overnight stays of 5.9% from 2019, NISRA has advised that the data wouldn't be directly comparable as there have been methodological changes in the surveys (including a change in source).</p> <p>Between 2023-24 and 2024-25 there was an 8% decrease in the number of overnight stays recorded in Newry, Mourne and Down. This decrease was experienced across the majority of Council areas, with a regional decrease in overnight stays of 14%. A key factor is likely to be COVID</p>

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







Corporate Objective



Support the continued growth and development of our local economy

Key action		Update	
Principal Project: Progress Belfast Region City Deal Projects including skills and innovation		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>+ 1</div>
Notes:		<p>1 Contracts for Funding are in place for Council's two capital projects: Newry City Centre Regeneration and Mourne Mountain Gateway Programme. NCCR: Full Business Case has been developed, and approved through BRCD Executive Board. Planning application for capital build has been submitted; MMGP: Outline Business Case is completed; Integrated Consultancy Team appointed, including appointment for a Gondola Consultant, enabling progression of stage 1 and stage 2 design. Feasibility Study Completed for the Regional Innovation Hub.</p>	

Implement a programme of support that will increase growth and investment for new and established businesses and social enterprises across the district.		<div>Target</div> <div>Progress</div> <div>Green</div> <div>~ 1</div>
	Notes:	<p>1 Council delivered Go Succeed in 24/25 to pre start ups, new entrants and existing businesses. 206 jobs created for 24/25 based on 0.6 return- 344 pre start, and early entry business clients received diagnostic & mentoring 396 Growth and and Scaling businesses received mentoring 191 Go Succeed grant applicants processed. Council issued an SLA to NMEA to support a Social Enterprise Programme which resulted in the start up of 12 social enterprises.</p>
Through the Belfast Region City Deal (BRCD) partnership, and other programmes, implement a range of skills and employability initiatives that meets the needs of local economy		<div>Target</div> <div>Progress</div> <div>Green</div> <div>~ 1</div>
	Notes:	<p>1 The BRCD Skills and Employability Advisory Board have undertaken a range of skills assessments, to outline key skill requirements and action plan for delivery against, for key growth sectors across NI. Locally, Council have delivered investment through the Labour Market Partnership, with Total investment in 24/25 for LMP Skills and Employability initiatives - £723,494.00</p>
Support the growth of new and existing businesses through the delivery of innovative and digital focused initiatives.		<div>Target</div> <div>Progress</div> <div>Green</div> <div>~ 1</div>
	Notes:	<p>1 The Digital Transformation Flexible Fund (DTFF) is a key programme delivered across all of Northern Ireland and is led by Newry, Mourne, and Down District Council. With a capital budget of £7.5 million, the DTFF programme stands out for its unique approach, spanning all City and Growth Deals in the region. It reflects a collective ambition between central and local governments to foster digitally-driven innovation that accelerates business growth and regional economic development. Three calls have been successfully completed, since its inception, the programme has received 987 expressions of interest (Calls 1-4). Invited over 439 eligible businesses to submit full applications. Received 263 grant applications from eligible businesses. Issued over 171 Grant Letters of Offer, totalling £2.5 million. The average grant amount has exceeded expectations, rising from £12.5k to £16.5k.</p>

Through Dublin Belfast Economic Corridor (DBEC) and other cross-border linkages, maximise the district's location as a cross-border gateway to Great Britain, EU, Ireland and international markets.	Target	
	Progress	Green + 1
Notes:	1 NMDDC is the administrative lead Council on behalf of the DBEC Partnership (8 Councils & 2 Universities) and continues to provide a key role in progressing actions as per the DBEC Governance Structure, organising, servicing, and progressing actions from the DBEC Director, CEO, and Political Advisory Group Steering Group meeting. Key activities progressed including the launch of a new DBEC website, the delivery of a major DBEC Summit, launch of a new Investment Proposition for the region, enhanced DBEC brand development (printed and digital media), ongoing engagement with key stakeholder and progression of project development and funding bids.	
Continued growth of our area's infrastructure through a responsive planning system.	Target	
	Progress	Amber + 1

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

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

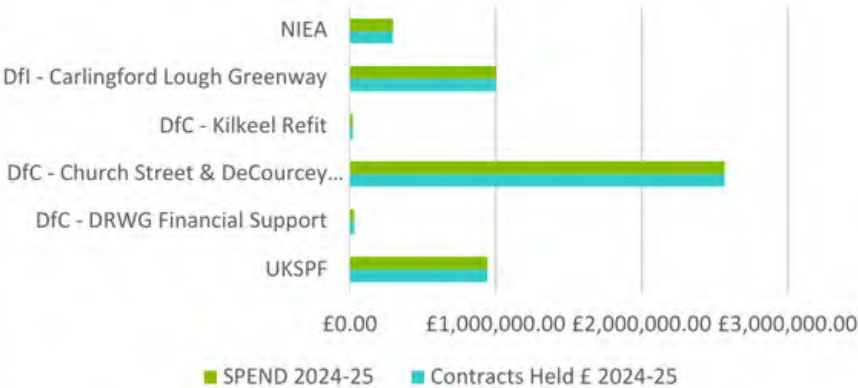
Economic Development - Investment secured and spent by Council



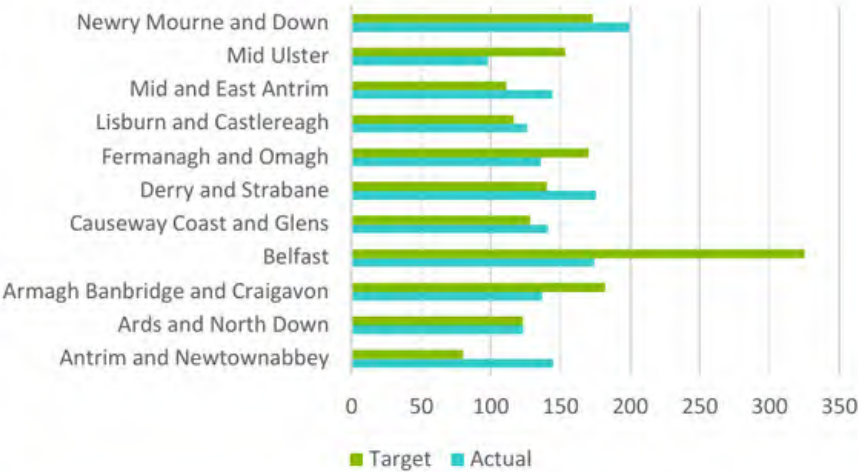
Number of new jobs promoted through the business start programme



Regeneration - Investment secured and spent by Council



Number of Jobs Promoted against Target 2024-25






Corporate Objective
Develop and revitalise our district

Key action	Status	Update
Principal Project: Newry City Centre Regeneration	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 Contract for Funding is in place for Newry City Centre Regeneration. NCCR: Full Business Case has been developed, and approved through BRCD Executive Board. Planning application for capital build has been submitted;
Principal Project: Progress Downpatrick Regeneration	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 PSNI Site – A multi-disciplinary team have been established to oversee the design brief which is due published by September 2025. Following this process, it is anticipated that a developer will be appointed early 2026. No. 39 Irish Street – The building has been demolished in line with HED regulations as it is a listed building. There is several out buildings which will now be looked at once the vegetation has been removed. The site will be included in the overall project of the PSNI site. Skate and Pump Park due to be completed in mid 2025. Church Street & DeCourcy Place Public Realm scheme, LoO has been received from Dept of Communities and NMDDC have also approved their funding contribution. Planning Permission has been granted and pre works by the utility provider. The Grove - This area has also benefited from UKSPF funding and has undergone an extensive transformation. The invasive species and overhanging branches have been removed, the historic trees have been pruned and made safe, graffiti removal, new street furniture installed, street lighting columns and railings re-painted and steps throughout the Grove have been refurbished.

Implement a Small Settlement regeneration scheme in partnership with Government Departments.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>100%</div>
	Notes:	1 EI schemes were complete in Saintfield, Rostrevor, Bessbrook and Castlewellan. 7 Settlements received capital investment. Kilkeel Revit complete - treatment to derelict building and lower square Kilkeel. SSS closed in March 2025. DfC/DAERA/DfI are reviewing a funding stream for future regeneration projects. PPE to be finalised.	
Implement regeneration initiatives across urban centres and develop forward work programme for future regeneration initiatives		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>100%</div>
	Notes:	1 Following completion of a feasibility study for Kilkeel, Preliminary works have begun on developing a scheme for Kilkeel lower square and riverside walk. Council completed a feasibility study on St Patrick's Avenue, Downpatrick for Street Scape Character Restoration and seeks external funding to implement the scheme. Council engages with DfC quarterly on a future work plan.	

Progress the Belfast Region City Deal		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 Contracts for Funding are in place for Council's two capital projects: Newry City Centre Regeneration and Mourne Mountain Gateway Programme. NCCR: Full Business Case has been developed, and approved through BRCD Executive Board. Planning application for capital build has been submitted; MMGP: Outline Business Case is completed; Integrated Consultancy Team appointed, including appointment for a Gondola Consultant, enabling progression of stage 1 and stage 2 design. Feasibility Study Completed for the Regional Innovation Hub.	
Update existing masterplans and village plans in line with the emerging Local Development Plan.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 Downpatrick Masterplan has been replaced with Living High Street action plan. SE Coast Masterplan (Newcastle, Kilkeel and Warrenpoint), Newry and Ballynahinch are reviewed bi annually. Village plans are a template for development and are reviewed.	
Implement our Public Convenience Strategy.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 Newcastle Public Conveniences Project completed including installation of a changing places facility. Dundrum public conveniences project complete. Prioritisation of future public convenience projects was considered at S&E working group in December 2024, with an agreed template approved for condition surveys of public conveniences. This will determine capital priorities for refurbishment/replacement works.	

Measure of success	2023-24	2024-25	Status Trend	Explanatory Note
Number of BRCD projects delivered	Progress underway	Progress underway		<p>Contracts for Funding are in place for Council's two capital projects which remain underway</p> <p>Newry City Centre Regeneration and Mourne Mountain Gateway Programme.</p> <p>NCCR: Full Business Case has been developed, and approved through BRCD Executive Board. Planning application for capital build has been submitted;</p> <p>MMGP: Outline Business Case is completed; Integrated Consultancy Team appointed, including appointment for a Gondola Consultant, enabling progression of stage 1 and stage 2 design.</p> <p>Feasibility Study Completed for the Regional Innovation Hub.</p>
Number of small settlement schemes delivered	1 complete 4 onsite 1 received planning 1 in progress	4 complete		<p>EI schemes were completed in Saintfield, Rostrevor, Bessbrook and Castlewellan. 7 Settlements received capital investment.</p>
Number of new/upgraded public conveniences	New measure	4		<p>4No public convenience facilities were replaced or refurbished in 2024/25:</p> <ul style="list-style-type: none"> Downs Rd Newcastle Central Promenade Newcastle Donard Park, Newcastle Dundrum Bay







Performance Improvement Objective 2

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


Key action	Status	Update
Invest in the social economy through the Social Enterprise programme and 'Go Succeed'	<div><div>Target</div><div>Progress</div></div>	<div><div></div><div>Green</div><div>% 1</div></div>
	Notes:	1 The Council achieved all targets set through the Social Economy programme, supporting the creation of 12 new start-up businesses, delivering 190 mentoring days, assisting 50 people to gain increased skills for entering employment, creating 30 new volunteering jobs, 16 people securing employment and 16 new jobs created (8 FT 8 PT).
Engage individuals in pre-start activity	<div><div>Target</div><div>Progress</div></div>	<div><div></div><div>Green</div><div>% 1</div></div>
	Notes:	1 Go Succeed Delivery completed by March including entrepreneurial support service, Community outreach engagement, Diagnostics Mentoring Masterclasses, Grants Peer to Peer networks 344 pre-start, and early entry business clients received diagnostic & mentoring support
Support the establishment of new businesses through the 'Go Succeed' Programme	<div><div>Target</div><div>Progress</div></div>	<div><div></div><div>Green</div><div>% 1</div></div>
	Notes:	1 The number of business plans created for start-up businesses and employer enterprises increased by 121% compared to 2023-24, rising from 151 in 2023-24 to 334 in 2024-25. During 2024-25, 175 new enterprises were created as a result of support. This is an increase of 94% when compared to the 90 new enterprises supported during 2023-24.

Support the growth of existing businesses and creation of new jobs through the 'Go Succeed' Programme	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 396 Growth and Scaling businesses received mentoring including 1-2-1 diagnostic support. Mentoring is allocated depending on growth ambitions i.e. 10 hours, 15 hours and 21 hours. Average support is 15 hours. 191 Go Succeed grant applicants processed
Continue to create opportunities for employability and skills through implementation of the LMP Action Plan.	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 NMD LMP continued with the delivery of the Enterprise Pathway Programme; Transport Employability Academy; and Upskilling for Growth Programmes in 2024-25, along with additional delivery to include a major Skills Conference focusing on the workforce challenges and opportunities within the NMDDC area; Classroom Assistant Employability Academy; Childminding Employability Academy; Digital Skills Academy; Childcare Employability Academy; and Warehousing and Manufacturing Academy. A pre-employment support programme, Get Work Ready was launched and continues to be delivered. Several events were conducted throughout the year such as a job fair, two Careers Fairs for all post primary school students throughout the District; Springboard Takeover Day; Bring IT On – Get Into Tech event and a schools programme with Golf Futures that coincided with The Amgen Irish Open held in the district; along with sponsorship of SERC Excellence Awards, namely Apprentice of the Year; and SRC's Big Apprenticeship Event. NMD LMP engaged with Ulster University Economic Policy Centre to conduct a review of the Strategic Assessment to inform the 25/26 Action Plan which also entailed engagement with local businesses, education and training providers and key stakeholders.

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

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





Community Planning Outcome

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

Corporate Objective


Protect and enhance our environment to secure a sustainable future





Key action	Status	Update
Principal Project: Progress the Local Development Plan Strategy	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 Draft plan strategy launched June 2025 and consultation underway
Develop and implement a Climate Change and Sustainability Strategy	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 Sustainability & Climate Change Strategy is progressing. Draft to be presented at SE Committee in Q2 2025
Develop and implement a Local Climate Change Adaptation Plan	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>

Develop and implement a Biodiversity Strategy		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>1</div>
	Notes:	1 Biodiversity Strategy has now been approved and launched with implementation ongoing.	
Develop and implement a Tree Strategy		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>1</div>
	Notes:	1 Several key actions within the strategy have progressed. Tree strategy to be reframed as an action plan and included under the theme of 'Trees & Woodland' within the Biodiversity Strategy.	
Undertake a baseline assessment of the Council's carbon footprint and set targets to reduce our carbon emissions		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>1</div>
	Notes:	1 The introduction of the Climate Change Act (Northern Ireland) 2022 has set a target of Net Zero greenhouse gas emissions by 2050. The Climate Change (Reporting Bodies) Regulations (Northern Ireland) 2024 came into effect on 3rd May 2024. These regulations require Council to provide the following reports: •Climate Mitigation – Report due by 31st October 2025 •Climate Adaptation – Report due by 31st March 2026 The requirement for carbon baseline reporting is included in the Climate Mitigation Report and commences for financial year ending 31st of March 2025. 2 New Officers appointed and proposal in place to appoint consultants for support to deliver the above reports.	

Support the implementation of new Electric Vehicle (EV) charging points		<div>Target</div> <div>Progress</div>	<div></div> <div>Amber</div> <div>* 1</div>
	Notes:	1 During 2024-25, The ORCS project (On Street Chargepoint Scheme) which planned to install 18 Chargepoints in Newry, Mourne and Down District was delayed due to delays with the joint Council procurement process led by Derry City and Strabane District Council. Procurement is now complete, a Charge Point Operator has been appointed and plans are under way to install the Chargepoints during 2025/26.	
Keep under review the actions to address sustainability and the climate change emergency declared by Council		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
Contribute to the delivery of the Area of Outstanding Natural Beauty(AONB) Management Action Plans and the Marine Protected Area Management Plans		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 The Ring of Gullion and Strangford & Lecale AONBs continue to be managed through the NI Environment Fund projects, with a focus on ecological and climate resilience, habitat conservation, outdoor access, and public engagement. The Ring of Gullion and Strangford & Lecale AONBs achieved significant progress through NI Environment Fund projects. Key activities included conducting partnership meetings, forums, and steering group sessions as planned; delivering programmed training (WeBs), species recordings and tree nursery management etc. We engaged the public at various festivals and events, focusing on nature and climate recovery across landscapes, water bodies, habitats, species, and earth sciences. The Slieve Gullion upland trail network was maintained, several public communications were published, and enhancements to the Tyrella dune erosion project were completed. Efforts to tackle litter continued in collaboration with communities via a loan scheme of equipment, and the Aids to Navigation report for Strangford Lough was finalised. These initiatives cultivated a deeper community connection with the natural environment, fostering engagement and environmental stewardship.	

Develop and implement a District Enforcement Action Plan for controlling environmental crime and reducing littering, fly tipping and dog fouling incidents	<div>Target</div> <div>Progress</div>	<div>Amber</div> <div>* 1</div>
	Notes:	1 The Council's initial recruitment campaign for an Education and Enforcement manager post relating to waste management education and enforcement was unsuccessful. This post will be recruited to Q2/3 2025/26. This post holder will develop and implement a District Enforcement Action Plan for controlling environmental crime and reducing littering, fly tipping and dog fouling incidents.
Develop and implement the Local Development Plan	<div>Target</div> <div>Progress</div>	<div>Green</div> <div>* 1</div>
	Notes:	1 Draft plan strategy agreed by council, next steps agreed for June launch followed by 3 months consultation and workshops across the District
Implementation of Building Regulations and licensing obligations in partnership with our customers and stakeholders	<div>Target</div> <div>Progress</div>	<div>Green</div> <div>* 1</div>
	Notes:	1 All targets in terms of Council's building regulations and licensing obligations were met in 2024-25.

Measure of Success	2021-22		2022-23		2023-24		2024-25		Status Trend	Explanatory Note
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Level of street cleanliness across the District (KNIB street cleanliness score)	-	64	-	Data unavailable	64	Data unavailable	64	Data unavailable		The Keep Northern Ireland Beautiful (KNIB) Cleaner Neighbourhoods Report for 2023-24 was published in Q4 2024-25. While a new regional average of 75 has been provided for 2023-24, an individual Council LEAMS score has not been provided within the report. Contact has been made with KNIB asking if this information can be made available and we are currently awaiting a response.
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		

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

Performance Improvement Objective 3





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

Key action	Status	Update
Continuing to implement the Enforcement Action Plan		<div><div>Target</div><div>Progress</div><div>Amber</div><div>1</div></div>
	Notes:	1 The Council's initial recruitment campaign for an Education and Enforcement manager post relating to waste management education and enforcement was unsuccessful. This post will be recruited to in Q2/3 2025/26. This post holder will develop and implement a District Enforcement Action Plan for controlling environmental crime and reducing littering, fly tipping and dog fouling incidents.
Promoting responsible dog ownership through publicity and social media campaigns		<div><div>Target</div><div>Progress</div><div>Green</div><div>1</div></div>
	Notes:	1 The Council carried out an anti-litter and dog-fouling campaign with Keep NI Beautiful through the Live Here Love Here Campaign. Billboard posters were erected with strong clear anti-litter and dog-fouling messages in 4 locations across the district (Ballynahinch, Newry, Downpatrick and Newcastle). Council also designed and installed large Anti-litter and Dog-Fouling Posters on the sides of the Refuse Vehicle fleet as part of an overall Waste /Sustainability awareness Campaign.

Working with Louth County Council to raise awareness of the impact of littering and illicit dumping along the border area		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 Newry, Mourne and Down District Council continue to liaise with colleagues from Louth County Council with a view to continuing 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.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 Work is ongoing in relation to the review of Household Recycling Centres. The website and HRC site signage provides clear guidance to residents on how to sort surplus recyclable waste. A booking system is in place which allows residents to access HRC sites in larger vehicles free of charge.	
Supporting local community clean ups.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 The Council supported 24 community clean ups at a range of locations across the District during 2024-25. It supported 100% of all requests received.	

Implementation of a Paint Re-Use Scheme at 7 Household Recycling Centres throughout the district.	<div><div>Target</div><div>Progress</div></div> <div><div></div><div>Amber</div><div>+1</div></div>
Notes:	1 The Paint Re-Use scheme was initially implemented in Camlough during 2023-24. It resulted in the recycling and reuse of 20% of the paint brought to the HRC. The Council rolled out this scheme to the Downpatrick HRC site during 2024-25.
Work in partnership with Keep Northern Ireland Beautiful to promote the 'Live Here Love Here' campaigns.	<div><div>Target</div><div>Progress</div></div> <div><div></div><div>Green</div><div>+1</div></div>
Notes:	1 The Council continued to participate in the Keep NI Beautiful 'Live Here Love Here' campaign, administering 15 grants, with a combined value of £28,646.98 which were awarded towards local projects. These projects were located across the District including Annalong, Bessbrook, Burren, Castlewellan, Crossgar, Downpatrick, Hilltown, Kilcoo, Kilkeel, Mayobridge and Newry. The funding for these projects were used for numerous items including compost, tools, plants, seeds and seating.

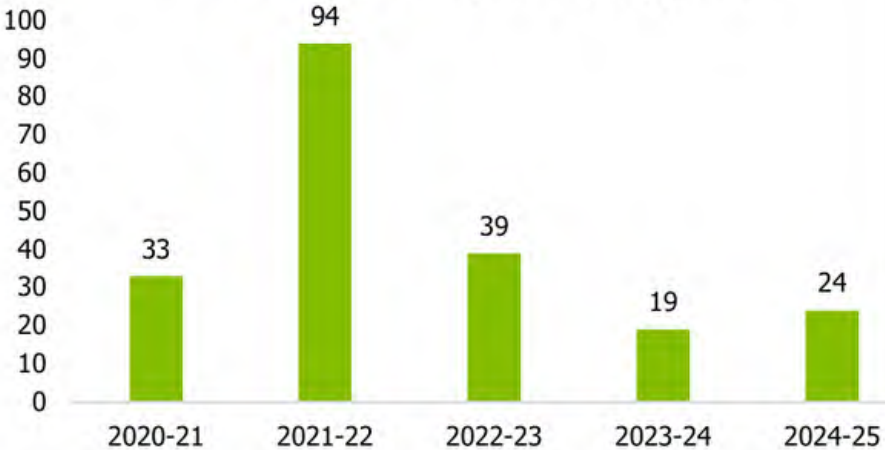
Measure of success	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25	Status Trend	Explanatory Note
LEAMS score (Keep NI Beautiful Cleanliness Index)	64	Data unavailable	Data unavailable	Data unavailable	-	The Keep Northern Ireland Beautiful (KNIB) Cleaner Neighbourhoods Report for 2023-24 was published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

Number of fixed penalty notices paid	100	91	19	26 (Target: 96)	 	fouling incidents reported decreased from 239 to 212 during this period, resulting in a reduction of 11.3%. The number of fixed penalty notices issued increased by 24% in the past year, from 25 in 2023-24 to 31 in 2024-25. 26 of the fixed penalty notices have been paid to date, accounting for 84% of the total issued.
Percentage of community clean ups supported	New measure			100% (Target: 90% of requests supported)		The Council actively supports clean ups which are carried out by local community groups and residents. Between 2018-19 and 2024-25, the Council supported 403 clean ups across the District, including 24 during 2024-25. The Council supported 100% of all community clean up requests during 2024-25.
Number of 'Live Here Love Here' environmental projects	18	10	9	15		Since 2018-19, the Council has supported 135 'Live Here Love Here' environmental projects, including fifteen during 2024-25. Successful projects used their funding for numerous items including compost, tools, plants, seeds and seating.

Number of fixed panelty notices issued and paid

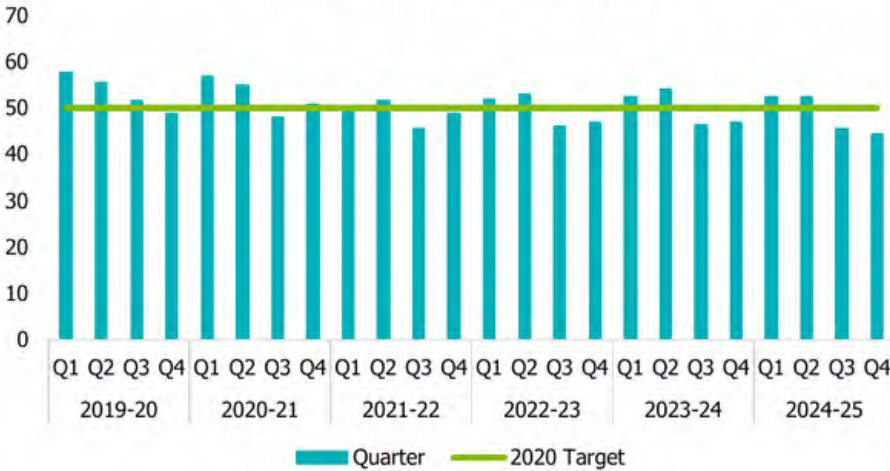


Number of community clean ups supported

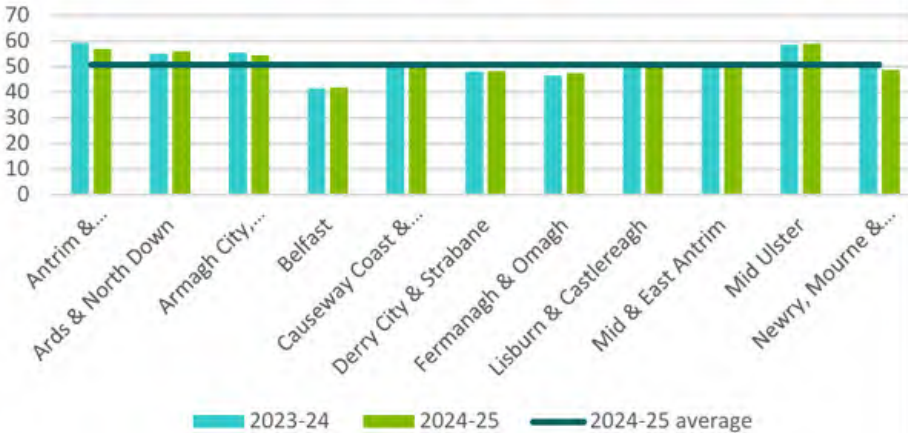


Measure of success	2021-22		2022-23		2023-24		2024-25		Status Trend	Explanatory note
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
The percentage of household waste collected by District Councils that is sent for recycling	50% by 2020	49.8%	50% by 2020	49.6%	50% by 2020	50.1%	50% by 2020	49.0%	<div><div>☹️</div><div>▶️</div></div>	Since 2017-18, the Council increased the overall rate of recycling by 2.9% to 49.0% however it falls narrowly short of the 2020 target of 50%. It is also below the 2024-25 regional average of 50.9% and ranks the Council 8/11 across Northern Ireland. Between 2023-24 and 2024-25, the overall rate of recycling in the District decreased by 1.1% This is above the regional downward trend of 0.2% that was experienced between 2023-24 and 2024-25

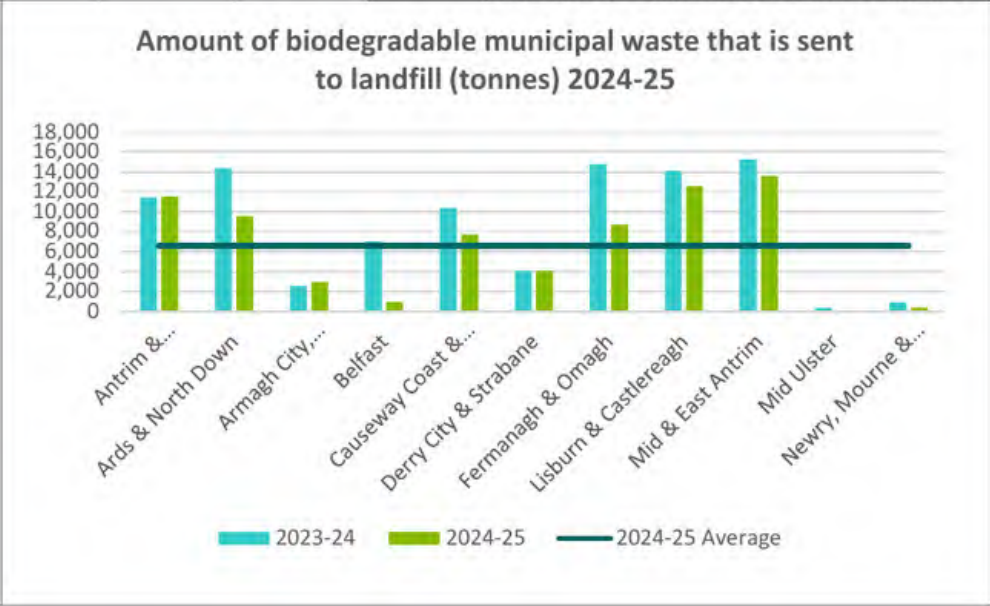
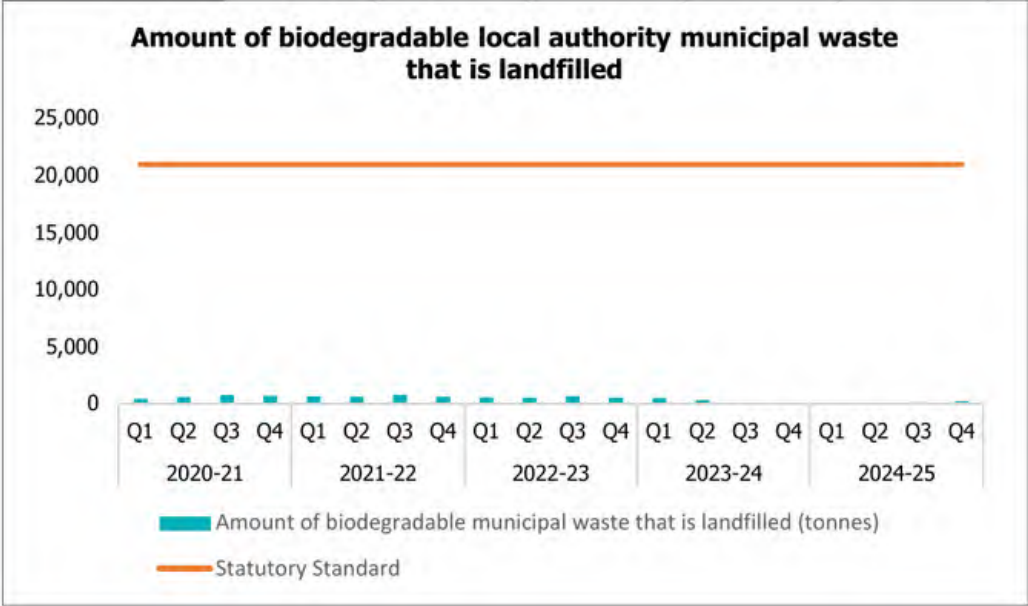
Percentage of household waste collected by the Council that is sent for recycling



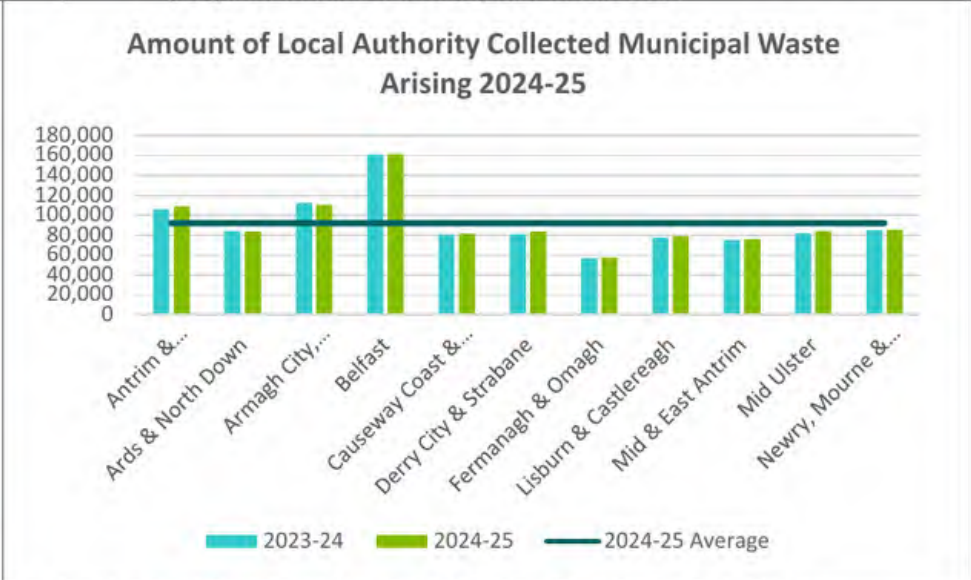
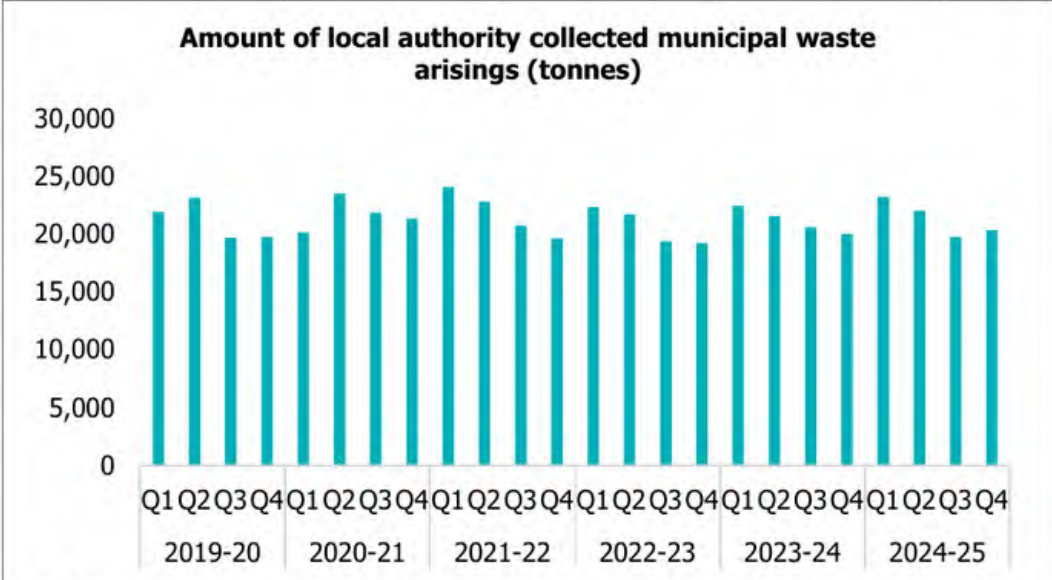
Percentage of household waste that is sent for recycling 2024-25



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



Measure of success	Actual 2021-22	Actual 2022-23	Actual 2023-24	Actual 2024-25	Trend	Explanatory note
The amount of Local Authority Collected Municipal Waste arisings	87,336t	82,842t	84,636t	85,383t		Since 2017-18, the amount of local authority collected municipal waste arisings has increased by 4.8% to 85,383 tonnes, however it does fall below the 2024-25 regional average of 91,848 tonnes. Newry, Mourne and Down is currently ranked 8/11 across Northern Ireland. 2024-25 seen an increase in the amount of Local Authority Collected municipal waste collected rising by 0.9% from 84,636t in 2023-24 to 85,363t in 2024-25.



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











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

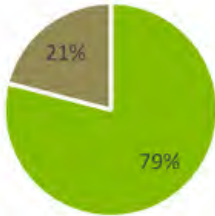
Performance Improvement Objective 4


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

Key action	Status	Update
Completing the draft climate change and sustainable development strategy ready for consultation, review, approval and then publication	<div><div>Target</div><div>Progress</div></div>	<div><div></div><div>Green</div><div>% 1</div></div>
	Notes:	1 Sustainability & Climate Change Strategy is progressing. Draft to be presented at SE Committee in Q2 2025/26.
Publishing the Council's Climate Change Adaptation Plan	<div><div>Target</div><div>Progress</div></div>	<div><div></div><div>Green</div><div>% 1</div></div>
	Notes:	1 Climate Change Adaptation Plan will be completed inline with DAERA timeframe (April 2026).
Implementing the newly published biodiversity strategy 2023-30	<div><div>Target</div><div>Progress</div></div>	<div><div></div><div>Green</div><div>% 1</div></div>
	Notes:	1 Biodiversity Strategy has now been approved and launched with implementation ongoing. It should also be noted that it is now a strategy from 2024 - 2030.

Continuing to implement the Council's Tree Strategy	<div>Target</div> <div>Progress</div>	<div></div> <div>Amber</div> <div>* 1</div>
Notes:	<p>1 Several key actions within the strategy have progressed. Tree strategy to be reframed as an action plan and included under the theme of "Trees & Woodland" within the Biodiversity Strategy.</p>	
Supporting the continued implementation of new Electric Vehicle (EV) charging points	<div>Target</div> <div>Progress</div>	<div></div> <div>Amber</div> <div>* 1</div>
Notes:	<p>1 During 2024-25, The ORCS project (On Street Chargepoint Scheme) which planned to install 18 Chargepoints in Newry, Mourne and Down District was delayed due to delays with the joint Council procurement process led by Derry City and Strabane District Council. Procurement is now complete, a Charge Point Operator has been appointed and plans are under way to install the Chargepoints during 2025/26.</p>	
Undertaking a baseline assessment of the Council's carbon footprint and renewable energy output	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
Notes:	<p>1 The introduction of the Climate Change Act (Northern Ireland) 2022 has set a target of Net Zero greenhouse gas emissions by 2050. The Climate Change (Reporting Bodies) Regulations (Northern Ireland) 2024 came into effect on 3rd May 2024. These regulations require Council to provide the following reports: •Climate Mitigation – Report due by 31st October 2025 •Climate Adaptation – Report due by 31st March 2026 The requirement for carbon baseline reporting commences for financial year ending 31st of March 2025. 2 New Officers appointed and proposal in place to appoint consultants for support to deliver the above reports.</p>	
Continue to implement the Council's fleet replacement programme	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
Notes:	<p>1 2024/25 Fleet replacement programme completed. Fleet modernisation is delivering a significant reduction in CO2 emissions.</p>	

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

					appointed and plans are under way to install the Chargepoints during 2025/26.						
<div><p>% Breakdown of Council Fleet by Age 2024-25</p><table><tr><th>Category</th><th>Percentage</th></tr><tr><td>Council fleet younger than 8 years</td><td>79%</td></tr><tr><td>Council fleet older than 8 years</td><td>21%</td></tr></table></div>						Category	Percentage	Council fleet younger than 8 years	79%	Council fleet older than 8 years	21%
Category	Percentage										
Council fleet younger than 8 years	79%										
Council fleet older than 8 years	21%										



Community Planning Outcome

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





Corporate Objective




Empowering communities to play an active part in civic life

Key action	Status	Update
Development and delivery of the District Electoral Area Action Plans	<div>Target</div> <div>Progress</div>	<div>Green</div> <div>1</div>
	Notes:	1 Action Plans have been agreed for each DEA - these are subject to ongoing monitoring and review.
Development and delivery of the Policing & Community Safety Partnership Action Plan	<div>Target</div> <div>Progress</div>	<div>Green</div> <div>1</div>
	Notes:	1 PCSP Action Plan has been approved by Joint Committee and delivery has commenced in line with agreed objectives.
Development and delivery of the Good Relations Programme Action Plan	<div>Target</div> <div>Progress</div>	<div>Green</div> <div>1</div>
	Notes:	1 Good Relations Action Plan has been approved by The Executive Office and delivery has commenced in line with agreed objectives.

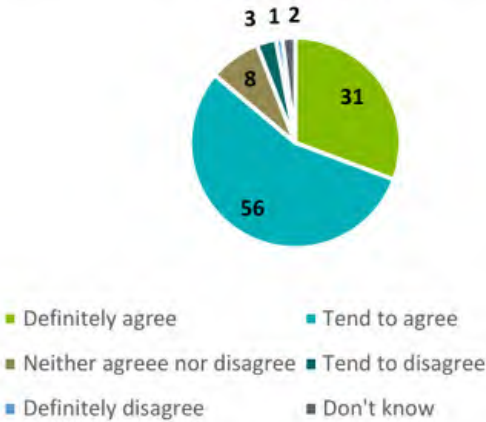
Development and delivery of the Downpatrick and Newry Neighbourhood Renewal Areas Action Plan	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>1</div>
Notes:	1 Neighbourhood Renewal Action Plans for Newry and Downpatrick have been approved by DfC and delivery has commenced in line with agreed objectives.	
Development and delivery of the Social Inclusion Action Plan including the delivery of the Ethnic Minority Support Centre	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>1</div>
Notes:	1 All targets met. Ethnic Minority Support Centre visits exceeded target.	
Development and delivery of the PeacePlus Action Plan	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>1</div>
Notes:	1 Local action plan has been developed and letter of offer issued. Work in progress for implementation when the contracting phase is completed.	
Development and delivery of the Community Wealth Building Action Plan	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>1</div>

Implementation of the Community Plan		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 Implementation of the Community Plan continued in 2024/25, including: Launch of Housing Action Plan Health and Wellbeing Thematic Summit and Action Plan Participatory Budget Action Plan Other partnership priorities	
Development of a Community Facilities Strategy		<div>Target</div> <div>Progress</div>	<div></div> <div>Amber</div> <div>* 1</div>
	Notes:	1 Provision of Community Facilities will be included within the scope of the Community Development Strategy. Terms of reference finalised and procurement to commence August 2025.	
Delivery of the Financial Assistance Programme		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 All calls issued and successful grants processed.	

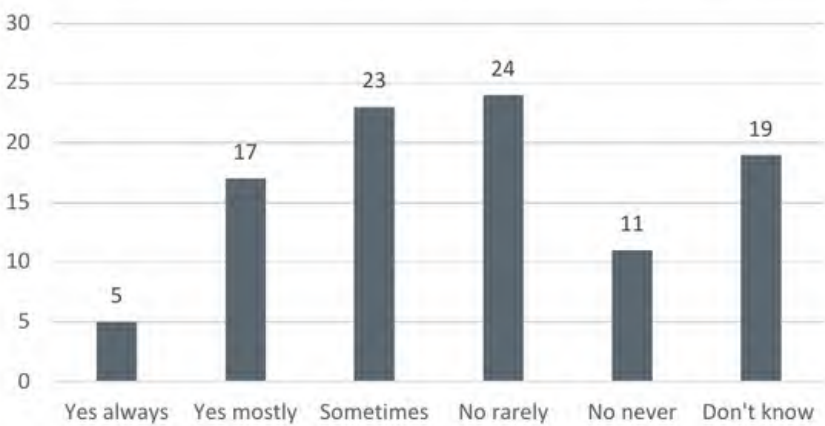
Measure of Success	2018 Actual	2022 Actual	Status	Explanatory Note
Percentage of residents who agree that the local area is a place where people from different backgrounds get on well together	72%	87%	<div> </div>	In September 2018 and again in September 2022, the Council commissioned a Residents Survey to establish and track a robust and reliable evidence base in relation to resident perceptions about their local area, the performance of the Council and key priorities for improvement in the future. A representative sample of 764 residents were surveyed and revealed that: <ul style="list-style-type: none">87% agree that the area is a place where people from different backgrounds get on well together, representing a significant increase on the 2018 figure of 72%.
Percentage of residents who agree that the Council consults with and listens to the views of local people	62%	65%	<div> </div>	

Percentage of residents who feel that they can have a say on how services are delivered in their local area	59%	45%		<ul style="list-style-type: none">• 65% agree that the Council consults with and listens to the views of local people, which is an increase of 3% on the 2018 figure of 62%. The percentage of residents that disagree with this statement however has increased from 11% to 13% during the four year period.• 45% feel that they can have a say on how services are delivered in their local area. This represents a significant decrease from the 59% recorded in 2018. <p>Feedback and comparative analysis from the two Residents Survey has been used to inform the development of future plans and strategies, including the Corporate Plan and Performance Improvement Plan.</p>
Measure of Success	2023-24 Actual	2024-25 Actual	Status	Explanatory Note
Number of financial assistance projects funded	386 projects awarded funding	391 projects awarded funding		During 2024-25, The Council awarded £1.9 million in funding to 391 successful applications for capital and revenue. This was done through 3 different funding calls run throughout the year. This represented a success rate of 75% and covered funding for themes such as...
Number of people accessing the Ethnic Minority Support Office services	New measure	2343 (Target: 2000)		There were 2,343 contacts recorded through the Ethnic Minority Support Centre during 2024-25, exceeding the target set.

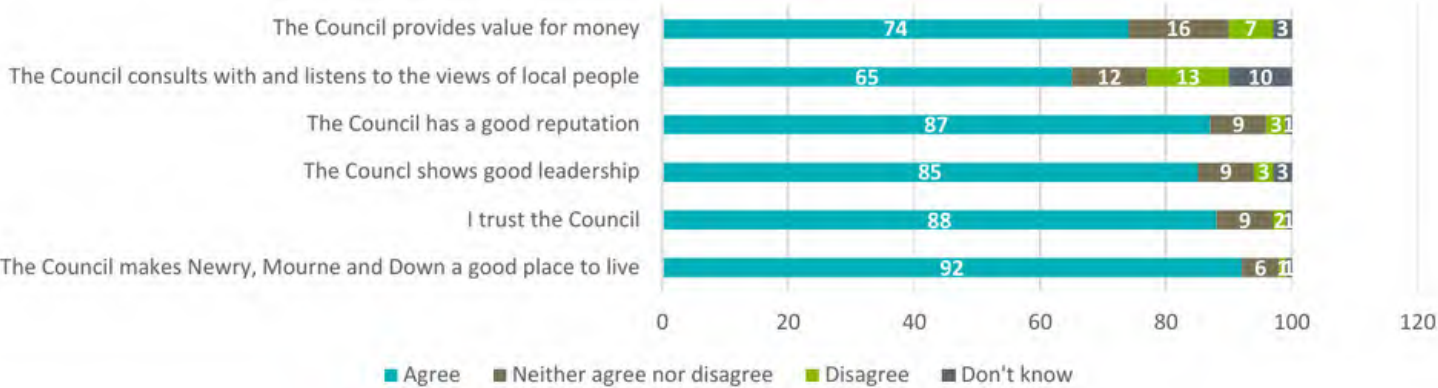
To what extent do you agree or disagree that your local area is a place where people from different backgrounds get on well together? (%) (2022)



Do you feel you are able to have a say on things happening or how services are run in your local area? (%) (2022)



Thinking about Newry, Mourne and Down, to what extent do you agree or disagree with the following statements? (2022)



Corporate Plan 2024-27: Self imposed performance indicators

Corporate Objective

Deliver sustainable services



Key action	Status	Update
Principal Project: Progress Organisational transformation and delivery of sustainable services	<div>Target</div> <div>Progress</div>	<div>Green</div> <div>1</div>
	Notes:	<p>1 Planning for the Future has been completed and in place. An updated IT Strategy and a Digital Strategy has been approved with the governance, budget and projects monitored through an internal group, the ITPG. The business cases for a number of projects have been approved across service areas including the case for new HR systems, cemetery management systems and tourism support / development. The Council has received ring fenced funding for the development and implementation of sustainable / waste services through the pEPR scheme.</p>

Develop a robust and reliable evidence base to inform decision making, policy development and service provision.		Target	
		Progress	Green ~ 1
	Notes:	1 Council ran a number of public engagements including data validation checklist, PSCP action plan and Museum Transport. Baseline data under the Community Planning Themes has been updated.	
Effectively manage performance and align individual contribution with corporate objectives and better outcomes for all.		Target	
		Progress	Green ~ 1
	Notes:	1 The Council continues to mainstream and embed the Business Planning and Performance Management Framework. During 2024-25, The performance officer presented two sessions on the framework and the significant contribution of employees in achieving the corporate objectives to staff taking part in ILM Levels 2 and 3. An SMT/CMT Business Planning Day was also organised in Q1 2024-25 which involved the development of new Directorate Business Plans and Service plans and how they would contribute to the achievement of the overall corporate plan objectives and better outcomes for all.	

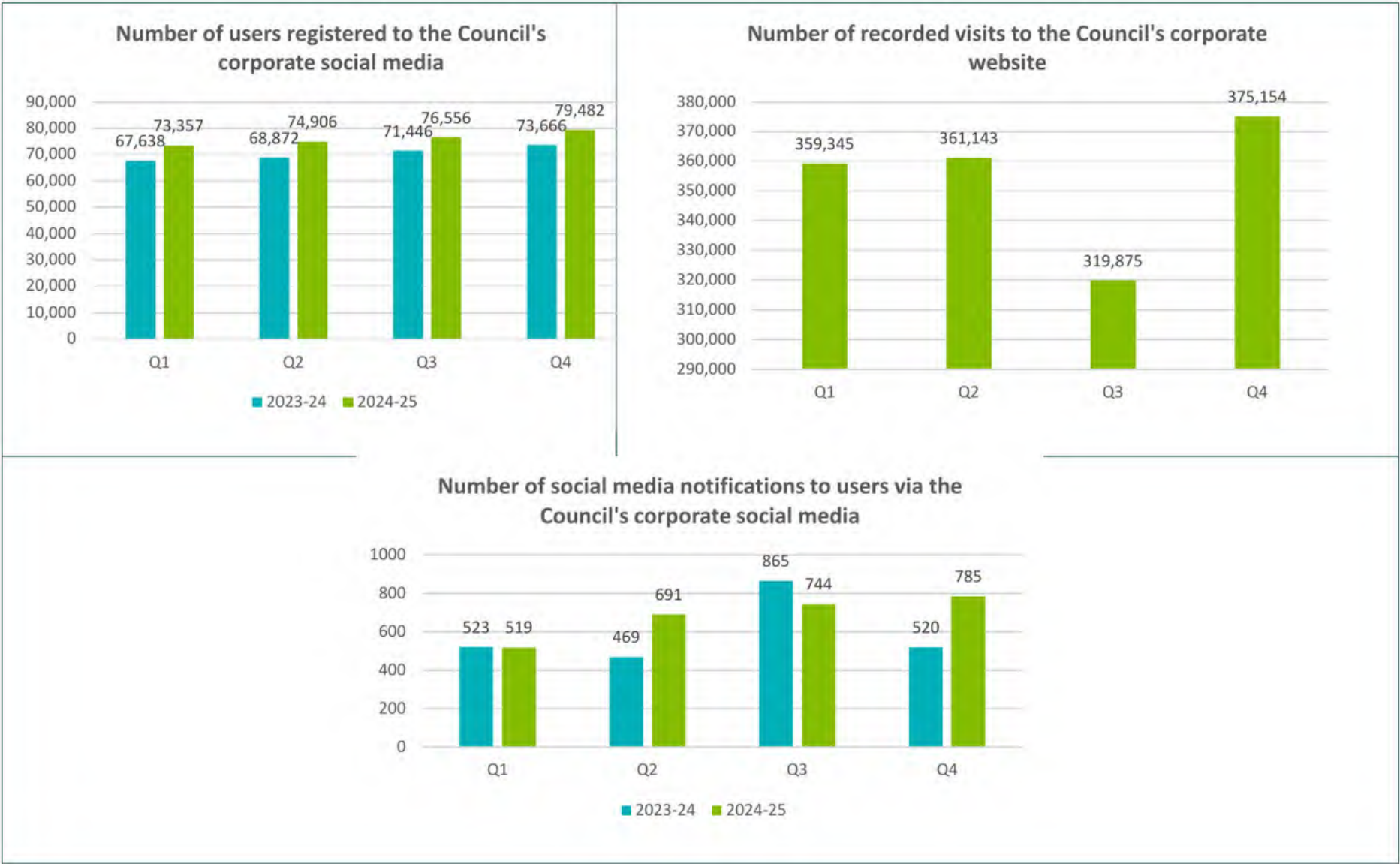
Establish accurate data collection arrangements to inform actions related to sustainability and climate change.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>^ 1</div>
	Notes:	1 Council continued to work with DAERA on the Public Bodies Reporting regulations on developing accurate carbon emissions data for council based on financial year 2024/25. First Climate Mitigation report is due in 31st October 2025.	
Implementation of People Perform Grow (PPG)		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>^ 1</div>
	Notes:	1 People Perform Grow introduced across all services, with comprehensive training and support provided to managers, employees and teams. 24/25 PPG initiatives included: - PPG eLearning module became mandatory for all employees, over 550 skillgate users have completed this module. - PPG Leaders Coaching Workshops provided for line managers to have effective, structured and supportive PPG conversations, this now forms part of the corporate training programme. - L&D collaboration with Business Support Managers to promote and support completion of PPG conversations in each directorate. - Formal re-evaluation of PPG implementation to ensure process is fit for purpose with two key priorities identified ie (1) Simplify PPG form (2) Simplify PPG Tracker with up-to-date data. The new updates will be launched in 25/26	

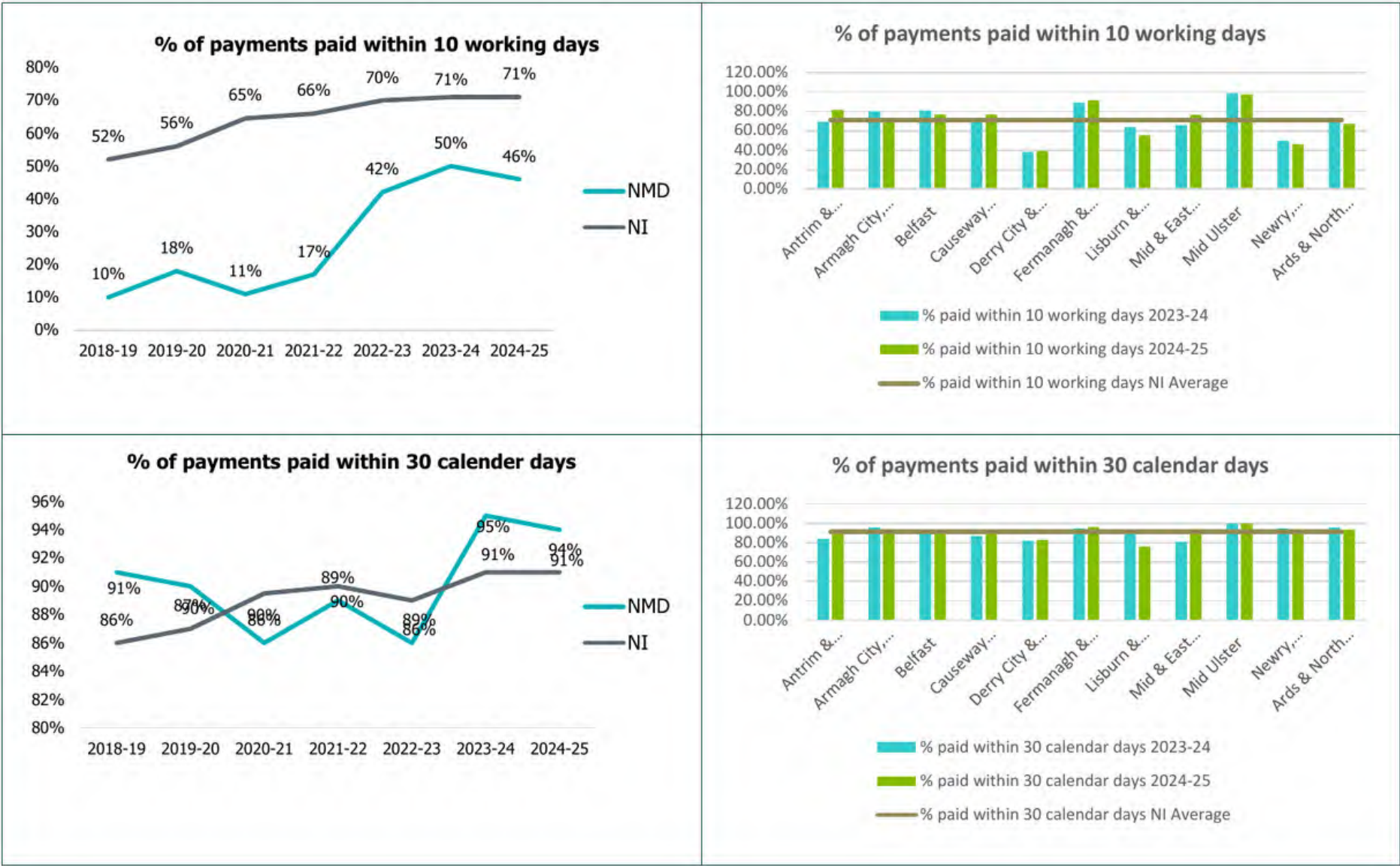
Utilise our website and digital channels to enhance service delivery.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 Expanded website and digital channel use to improve accessibility, information clarity, and self-service for enhanced service delivery. • 1,415,517 visits to corporate website. • 292 significant content updates on the corporate website • Launched new online Report Missed Bin Collection facility on corporate website • Facebook: +9.8% followers, +8.8% likes, +4.3% increase posts • X/Twitter: +1.76% followers, +19% tweets • Delivered 4no targeted digital campaigns: 1,256,580 Reach	
To embed a digital culture across the organisation.		<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>* 1</div>
	Notes:	1 Progress made in embedding a digital culture through staff engagement, training, and increased adoption of digital tools to support modern ways of working. • New Wide Area Network (WAN), Perimeter Security and Remote Working Solutions fully implemented • New Computing Platform adopted and embedded • Increase in CyberSecurity eLearning compliance • Zero "Down Time" during the year despite significant platform upgrades • Introduction of new Mobile Device Management solution	

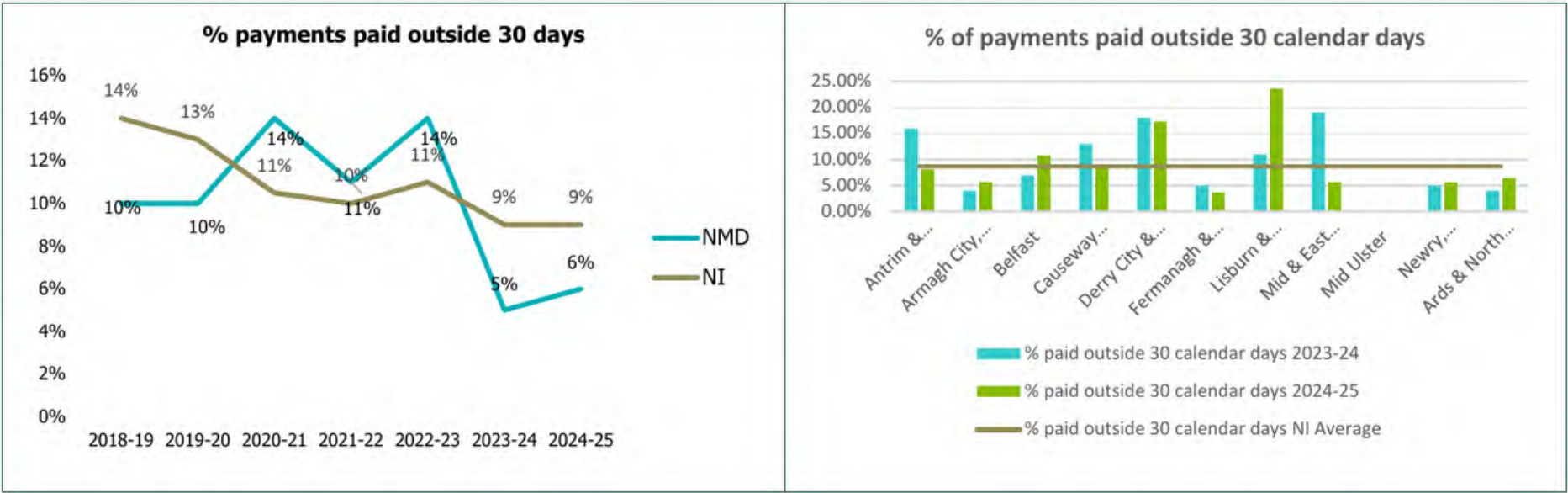
Implement our Equality Action Plan		<div>Target</div> <div>Progress</div> <div>Green</div> <div>* 1</div>
	Notes:	1 Ongoing implementation of actions including co-ordinating policy reviews and equality screening, preparation of quarterly policy screening report, initiating Ulster Scots consultation, five-year review of Council's equality Scheme and revised Equality Scheme.
Implement our Disability Action Plan		<div>Target</div> <div>Progress</div> <div>Green</div> <div>* 1</div>
	Notes:	1 Ongoing implementation of positive actions including co-ordinating AccessAble proposal.
Implement our Irish Language Strategy		<div>Target</div> <div>Progress</div> <div>Green</div> <div>* 1</div>
	Notes:	1 Ongoing implementation on actions including review of Bilingualism Policy, co-ordinating translations and managing Irish Language Bursary Scheme letters of offer.

Measure of Success	Status Trend	Explanatory Note
Level of citizen satisfaction		<p>The 2022 Residents Survey revealed that:</p> <ul style="list-style-type: none"> 88% are satisfied with the Council overall, an increase of 1% on the 87% figure recorded in 2018. 92% agree that the Council helps to make Newry, Mourne and Down a good place to live, an increase of 17% on the 75% recorded in 2018. 88% trust the Council, an increase of 15% on the 73% recorded in 2018. 74% believe the Council provides good value for money, which is above the GB average of 51% and is an increase of 13% on the 61% recorded in 2018.
Compliance with Duty of Improvement		The certificate of Compliance was received from the Local Government Auditor in relation to the Duty of Improvement 2024-25. The Council is currently progressing the implementation of the 'proposals for improvement' which were put forward by the

		NI Audit Office, to help improve the arrangements in place to secure continuous improvement and facilitate a performance improvement culture.																																	
Number of users registered to Council corporate social media channels	😊	By the end of 2024-25, there were 79,482 users registered to the Council’s corporate social media. Council issued 2,739 social media notifications during 2024-25.																																	
Number of visits to Council’s corporate website	😊	During 2024-25, the Council recorded 1,415,517 visits to the corporate website																																	
Level of absenteeism	⚠️	<p>During 2024-25, Newry, Mourne and Down recorded 21.5 days lost per full time equivalent. This represents a decrease from 23.86 days in 2023-24. Long term absence decreased from 20.53 days in 2023-24 to 18.15 days per employee in 2024-25, while short term absence remained the same at just over 3%. 51% of the workforce had no recorded absence during 2024-25 which represents an increase when compared to the 48.5% of employees with no recorded absence in 2023-24.</p>	<p>Absenteeism - Days lost per full time employee</p> <table border="1"><thead><tr><th>Year</th><th>Short term (days)</th><th>Long term (days)</th><th>Total (days)</th></tr></thead><tbody><tr><td>2018-19</td><td>3.75</td><td>0.9</td><td>4.65</td></tr><tr><td>2019-20</td><td>4.12</td><td>1.6</td><td>5.72</td></tr><tr><td>2020-21</td><td>2.37</td><td>1.7</td><td>4.07</td></tr><tr><td>2021-22</td><td>5.04</td><td>5.6</td><td>10.64</td></tr><tr><td>2022-23</td><td>5.02</td><td>8.2</td><td>13.22</td></tr><tr><td>2023-24</td><td>3.33</td><td>10.5</td><td>13.83</td></tr><tr><td>2024-25</td><td>3.38</td><td>8.1</td><td>11.48</td></tr></tbody></table>	Year	Short term (days)	Long term (days)	Total (days)	2018-19	3.75	0.9	4.65	2019-20	4.12	1.6	5.72	2020-21	2.37	1.7	4.07	2021-22	5.04	5.6	10.64	2022-23	5.02	8.2	13.22	2023-24	3.33	10.5	13.83	2024-25	3.38	8.1	11.48
Year	Short term (days)	Long term (days)	Total (days)																																
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2024-25	3.38	8.1	11.48																																
Percentage of payments paid:		<p>The percentage of payments made within 10 working days has decreased by 3.5% from 50% in 2023-24 to 46.4% in 2024-25 and remains one of the lowest across all regional councils ranking NMD 10/11 across Northern Ireland. The number of payments made within 30 calendar days has remained the same for 2024-25 at 95%. This is above the NI average of 91% of invoices paid within 30 calendar days and ranks Newry, Mourne and Down 3/11 across Northern Ireland. The percentage of payments paid outside 30 days has increased slightly during this period from 5% in 2023-24 to 5.63% in 2024-25. This is however below the regional average of 8.7%% for payments paid outside 30 days with the Council ranked 3/11 across Northern Ireland.</p>																																	
Within 10 working days	▶️																																		
Within 30 calendar days	▶️																																		
Outside 30 calendar days	▶️																																		










Corporate Objective

Represent the voice of the district with our partners

Key action	Status	Update
Continue to work with key stakeholders and our statutory partners to improve the health and wellbeing across the district.	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>~ 1</div>
	Notes:	<div>1</div> Health and wellbeing thematic summit was held in November 2024. A Community Planning Health and Wellbeing Action Plan has been developed, with priorities around Isolation and Loneliness, Physical Activity, Place Based Approach to Health and Wellbeing and Participatory Budgeting. The Council continue to support Health and Wellbeing activity of our Statutory and CV partners, including supporting the Integrated Care Systems (AIPB) and the projects of the Strategic Stakeholder Forum.
Continue to work with key stakeholders and our statutory partners to identify appropriate actions in relation to the climate change emergency.	<div>Target</div> <div>Progress</div>	<div></div> <div>Green</div> <div>~ 1</div>
	Notes:	<div>1</div> The Council's Sustainability and Climate Change Strategy and Action Plan is being finalised, with further workshops completed during the year for key stakeholders. The target date for launch of the strategy and associated action plan is Q3 25/26. Council also continues to work with other Councils and stakeholders through various forums including: Sustainable NI, SOLACE, NILGA and APSE.

Collaborate and engage with key tourism & hospitality sector stakeholders to reinforce a strong partnership approach to tourism growth and leadership – including tourism business clusters & industry associations		Target	
		Progress	Green
Notes:		<p>1 A proactive, partnership-led approach to tourism development is in place by working closely with key stakeholders across the tourism and hospitality sector. Central to this is its collaboration with local Visitor Experience Groups focused on culture and heritage, food and drink, and outdoor activity and adventure. These groups bring together local businesses and organisations to co-develop authentic visitor experiences, celebrate the region's unique assets, and drive product innovation and are a key mechanism to engage businesses on showcasing visitor experiences. The importance of strategic partnerships at a regional level is key through regular engagement with Tourism NI and Tourism Ireland and being an active member of the Northern Ireland Tourism Alliance (NITA) and the Northern Ireland Hotels Federation (NIHF) and Association of Visitor Attractions and Experiences, NMDDC ensures its tourism strategy aligns with broader industry priorities. These memberships provide valuable insight into sector trends, policy development, and collective advocacy, helping to strengthen the region's competitiveness and resilience.</p>	

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




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










Performance Improvement Objective 5

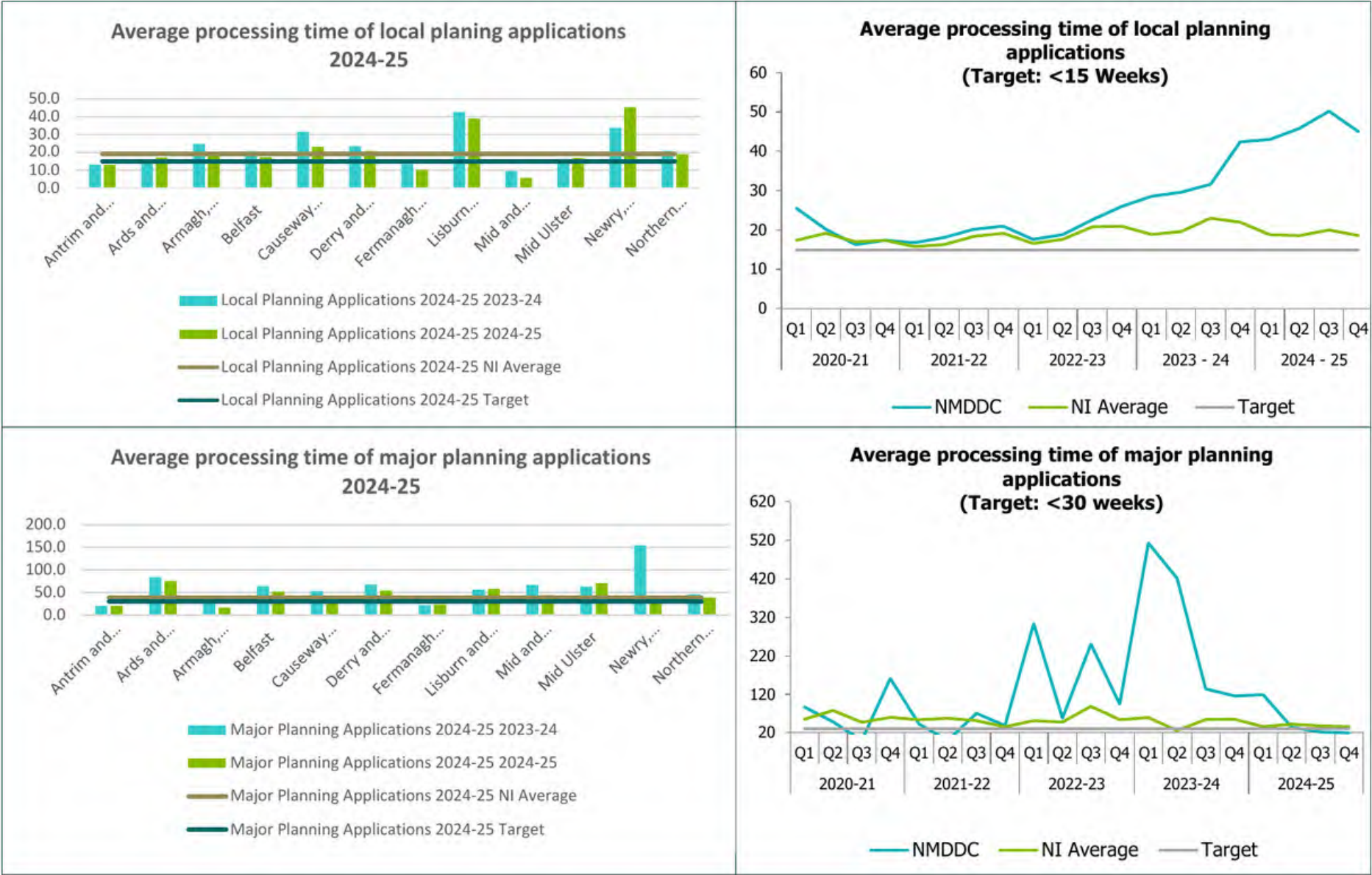
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme

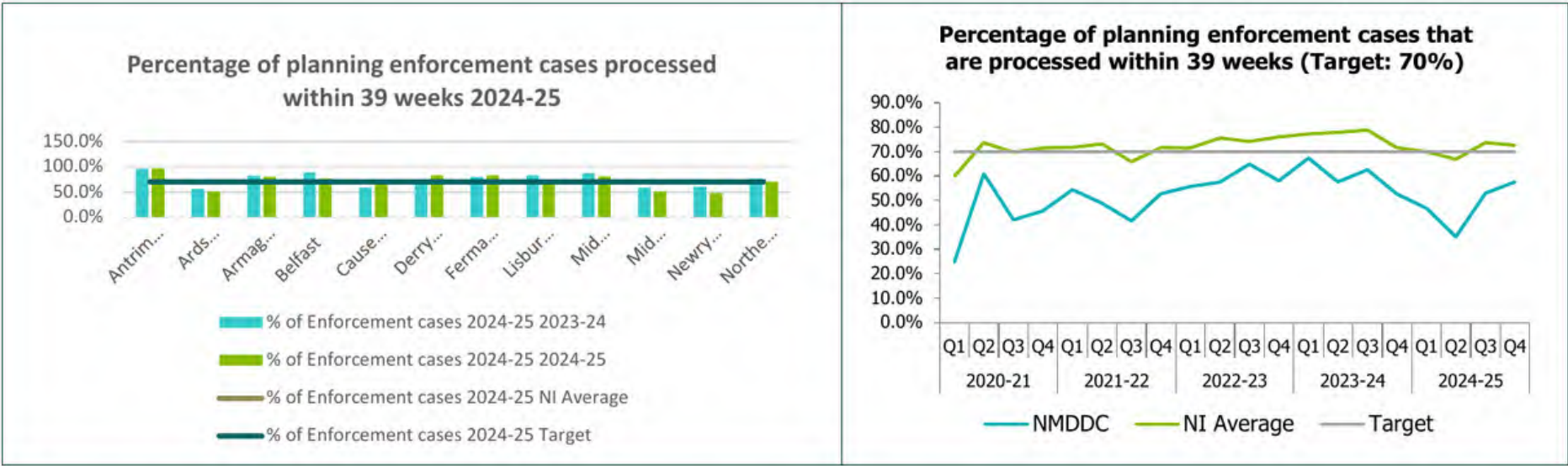
Key action		Update	
Reduce the number of live planning applications and enforcement cases which have been in the system for over 12 months.		Target	
		Progress	<div>Red</div> <div>* 1</div>
	Notes:	<div>1</div> The number of live planning applications which have been in the system for 12 months or more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

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

Measure of success	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual	Status Trend	Explanatory Note
Average processing time for local planning applications (weeks)	18.8	21.6	33.7 (Target: <15 weeks)	45.2 (Target: <15 weeks)	 	During 2024-25, Newry, Mourne and Down received 1,141 local planning applications which is the third highest across Northern Ireland behind Belfast and Mid Ulster but represents a 10.6% decrease when compared to 2023-24. The processing time for local planning applications increased from 33.7 weeks in 2023-24 to 45.2 weeks in 2024-25 which is above the regional average of 19.0 weeks and exceeds the statutory standard of <15 weeks. Newry, Mourne and Down processed 4.4% of local planning applications within the statutory standard for 2023-24, a decrease of 5.5% compared to 2023-24. The Council is currently ranked 11/11 across Northern Ireland for processing local planning applications.
Average processing time of major planning applications (weeks)	44.3	89.0	154.8	29.6		During 2024-25, Newry, Mourne and Down received fourteen major planning applications, six more applications than what was received in 2023-24. The processing time for major planning applications decreased from 154.8 weeks in 2023-24 to 29.6

			(Target: <30 weeks)	(Target: <30 weeks)		weeks in 2024-25 which was the highest decrease in processing times recorded across all 11 Councils. It is below the regional average of 39.6 weeks and is within the statutory standard of <30 weeks. 53.8% of major planning applications were processed within the statutory standard, an increase of 39.5% compared to 2023-24 with the Council ranked 5/11 across Northern Ireland.
Percentage of planning enforcement cases progressed within 39 weeks	48.5%	58.6%	60.0% (Target: 70%)	47.6% (Target: 70%)	 	Within Newry, Mourne and Down in 2024-25 there were 263 enforcement cases opened, representing an increase of 5.2% compared to the 250 cases opened in 2023-24. The percentage of enforcement cases progressed within the statutory timescale decreased by 12.4% from 60.0% in 2023-24 to 47.6% in 2024-25 however it remains below the statutory target of 70% and below the regional average of 70.7% with Newry, Mourne and Down ranked 11/11 across Northern Ireland.
Number of planning applications in the system for 12 months or more	187	228	352 (Target: 150)	408 (Target: 150)	 	Between 2023-24 and 2024-25, the number of planning applications in the system for 12 months or more increased by 15.9% from 352 in 2023-24 to 408 in 2024-25. Currently NMD has the highest number of planning applications in the system for 12 months or more across Northern Ireland.
Number of planning applications in the system for 12 months or less	871	934	1,154 (Target: 700)	1,118 (Target: 700)	 	Between 2023-24 and 2024-25, the number of planning applications in the system for 12 months or less decreased by 3.1%. Newry, Mourne and Down currently has the highest number of planning applications in the system for 12 months or less across Northern Ireland.
Number of enforcement cases in the system 12 months or more	472	500	599 (Target: 450)	574 (Target: 450)	 	Between 2023-24 and 2024-25, the number of enforcement cases in the system for 12 months or more decreased by 4.2%. Newry, Mourne and Down currently has the highest number of live enforcement cases in the system (775) across Northern Ireland, 55% of which have been in the system for two years or more.





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

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

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




Appendix 1: Progressing the 'proposals for improvement'

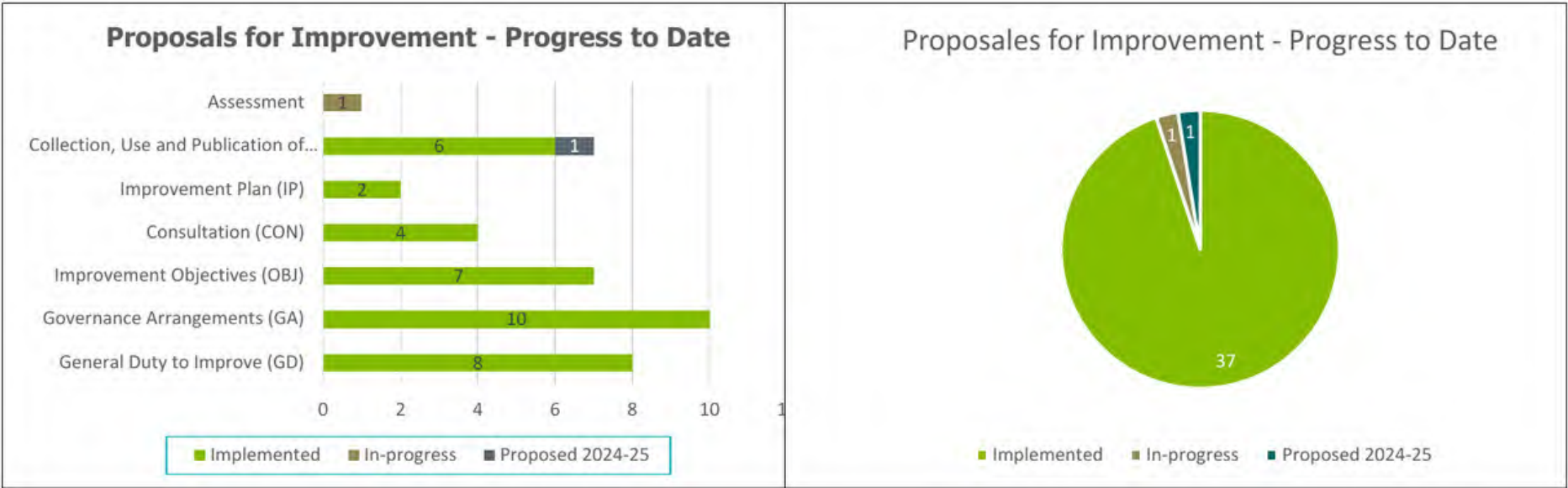
Newry, Mourne and Down District Council Performance Audit and Assessments: Proposals for Improvement - Progress Report

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



Themes:

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

Legend	
Proposal implemented / on track to be implemented	
Proposal partially implemented / likely to be implemented	
Proposal not implemented	




Theme, Proposal and Progress to Date	
THEME: Collection, use and publication of performance information	
PROPOSAL FOR IMPROVEMENT: The Council should ensure that its improvement plan and self-assessment report are approved in line with the Council’s governance framework before publication	☹️
Since 2015, the Council has requested through the Strategy, Policy and Resources Committee, authority to publish the Performance Improvement Plan before 30 June every year, ahead of full Council ratification. This issue has never been brought up by the Northern Ireland Audit Office in any previous self-assessments.	
PROGRESS TO DATE	
Due to timing issues the performance improvement plan was not ratified by full Council before being published however the performance officer has developed a new performance schedule which has been relayed to senior management to ensure that going forward all performance improvement plans will now be ratified by full Council at the start of June and published by the 30 June statutory deadline. The 2024-25 Self-Assessment was ratified by full Council at the start of September and	

will be published by 30 September 2025 in line with the Council's governance framework and will be done this way going forward.	
THEME: Collection, use and publication of performance information	
PROPOSAL FOR IMPROVEMENT: Targets set out in the Improvement Plan should also be included within the Self-Assessment Report to enable the Self-Assessment report to be used as a standalone document	
In the self-assessment, targets, where set, have always been provided for the measures within the corporate plan. There is also a legend provided at the start of the document that indicates that if a green face is under the status column, then the target has been achieved/on track to be achieved and similarly if a red face is under the status of the measure, it indicates that the target was not achieved or is unlikely to be achieved.	
PROGRESS TO DATE	
Targets, where set, have now been included since last year and sit below the actual figure recorded for the assessment year in question. This will also be carried forward for all future Assessment of Performance reports.	
THEME: Assessment	
PROPOSAL FOR IMPROVEMENT: Council should consider enhancing transparency of the self-assessment report by providing more detailed narrative to allow the reader to better understand how Council has determined the ratings of the trends in performance. Furthermore, where there are downward trends in performance or the Council has assessed targets are not likely to be achieved, appropriate explanations should be included as to how Council intends to address this	
The Residents Survey provides robust and reliable datasets for the Council to understand and track resident perceptions of the Council and its services. It is directly aligned to and influences the content of the Corporate Plan and PIP. Best practice indicates that Residents Surveys should be carried out every 3-4 years, as resident perceptions are unlikely to change on an annual basis, and the baseline data is therefore considered 'live' for this period of time. A legend is also provided in all performance reports indicating whether a target has been achieved/partially achieved or not achieved at all and where there has been an upward or downward trend in the figures year on year.	
PROGRESS TO DATE	
A second Residents survey was carried out in September 2022 which allows a comparative and trend analysis with the previous Residents Survey and provides clear transparency in how we are performing as a Council. A status and narrative are provided against	

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

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

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

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

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

PROGRESS TO DATE

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

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

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

Community Plan

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

Launch of Housing Action Plan

Health and Wellbeing Thematic Summit and Action Plan

Participatory Budget Action Plan

Other partnership priorities

Corporate Plan

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

Performance Improvement Plan

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

Directorate Business Plans

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

Service Plans


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

Individual Performance

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

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

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

THEME: Governance Arrangements	Status
PROPOSAL: The Council should consider using Internal Audit to review the performance improvement arrangements.	
<p>The Council views the annual audit carried out by NIAO around the current Performance Management arrangements to be more than sufficient. However, the Council does recognise the value of engaging the Internal Audit function to identify and deliver improvements, specifically those which do not necessarily fall within the scope of NIAO audit, such as around data validation and monitoring. To this end, in 2018, an Internal Audit of the APSE PI's was carried out and all recommendations were implemented. An Internal Audit of the Corporate Plan's Performance Indicators took place in Q4 2022-23 and the Council also agreed a 4-year Internal Audit plan in April 2023 with an audit of Performance included for two of those four years with an option to increase if necessary.</p>	
PROGRESS	
<p>The Performance section had a 'Performance Data and Validations' audit take place in Q4 2024-25, which looked at a number of measures within the Performance Improvement Plan 2024-25. The review looked specifically at the validation processes for certain measures including statutory indicators as well as internally collected data and measures. Whilst the audit identified some improvements which could be incorporated into the Council's systems for the performance data and validation process, the Council did receive a satisfactory level of assurance regarding the effective and efficient achievement of the Council's objectives.</p> <p>In Q4 2022-23, the Council worked with ASM to agree the Terms of Reference for an audit of specific measures of success within the Corporate Plan 2021-23. The audit identified a number of improvements which could be incorporated within the Council's systems in relation to the performance measures in the 2021-23 Corporate Plan which have been implemented where possible within the new Corporate Plan 2024-27. Based on the information they reviewed however, they considered that the existing systems in place for recording and validating data for performance measures in the 2021-23 Corporate Plan were basically sound and provided a satisfactory level of assurance regarding the effective and efficient achievement of the Council's objectives. This process provides assurance that the necessary data collation processes are in place to ensure robust, reliable and accurate datasets are reported in the public domain, ahead of the publication of the new Corporate Plan 2024-27.</p> <p>Performance management training took place for members of the Audit Committee in January 2021, exploring the role of Elected Members in building high performing organisations. Performance and improvement is a standing item on the agenda of the quarterly Audit Committee meetings and has featured as a regular agenda item at the monthly Strategy, Policy and Resources Committee meetings. In addition, all Standing Committees of Council consider performance information in relation to their specific functions on an ongoing basis, which is supplemented by the mid-year and annual reviews of their respective Directorate Business Plan. Elected Members have also been actively engaged in identifying key local issues and informing the development of the Corporate Plan 2024-27 and Performance Improvement Plan 2024-25.</p>	

THEME: Improvement Objectives	Status
PROGRESS	
<p>All of the 2024-25 performance improvement objectives have been carried forward to 2025-26. These performance improvement objectives are based on set criteria and are aligned to the outcomes within the Programme for Government and Community Plan for Newry, Mourne and Down, as well as the strategic objectives within the Corporate Plan 2024-27. The five performance improvement objectives were endorsed through the public consultation and engagement process which was carried out during Q4 2024-25 and Q1 2025-26. These objectives are considered to be specific, focused and measurable, and were approved by the Senior Management Team and Strategy Policy and Resources Committee in June 2025 and published before 30 June 2025, ahead of full Council ratification, in order to meet the statutory deadline.</p> <ol style="list-style-type: none">1. We will support the health and wellbeing of local people by improving our leisure facilities and services2. We will contribute to growing the economy by supporting local businesses and job creation3. We will improve the cleanliness of our District by continuing to promote recycling and addressing littering, fly tipping and dog fouling incidents4. We will improve our sustainability and reduce our impacts in relation to climate change5. We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme <p>The NI Audit Office has confirmed that the performance improvement objectives carried over are legitimate, clear, robust, deliverable and demonstrable, covering a range of Council services that relate to improving Council functions or improving services for communities.</p> <p>As part of the process to redefine the current suite of performance improvement objectives, the Council reviewed the 'supporting actions' and 'measures of success' which underpin each objective, in order to ensure they remain meaningful and that their achievement can demonstrate improvement. Where possible and appropriate, baseline data for each 'measure of success' has been included in the Performance Improvement Plan 2025-26, to demonstrate performance trends over time and targets for improvement have also been agreed.</p>	
THEME: Consultation	
PROGRESS	

<p>The Council continues to implement a robust and inclusive consultation and engagement process in relation to the development of the annual performance improvement objectives. Overall, the 2025-26 consultation and engagement process resulted in 33 completed surveys and engagement with 60 stakeholders through the Newry DEA Forum, Downpatrick DEA Forum, Slieve Croob DEA Forum and Rowallane DEA Forum as well as Section 75 groups, including Newry, Mourne and Down Youth Voice and the Cedar Foundation. This consultation and engagement process was launched through the Council’s website, under its consultations page, publicised through public notices in local newspapers and through the Council’s social media channels and supplemented by the 764 responses to the Residents Survey in 2022. The majority of consultees agreed with the proposed performance improvement objectives 2025-26.</p>	
THEME: Improvement Plan	
PROGRESS	
<p>The Council published the Performance Improvement Plan 2025-26 ahead of the statutory timescale of 30 June 2025. The Council has also published the summary document ‘Our Performance Looking Back Going Forward’, to provide a user-friendly overview of retrospective performance during 2024-25 and the forward-looking performance objectives for 2025-26.</p>	
THEME: Arrangements to Improve	
PROGRESS	
<p>The Council continues to progress, implement and embed its arrangements to achieve the objectives, key actions and measures of success within the Corporate Plan, Performance Improvement Plan, Directorate Business Plans, Service Plans and People Perform Grow. The arrangements to deliver the performance improvement objectives continue to evolve and are supported by Objective Delivery Plans which provide a detailed overview of how the objectives and associated actions are managed, monitored and reported, under the direction of the Senior Responsible Officer.</p>	
THEME: Collection, Use and Publication of Performance Information	Status
PROGRESS	
<p>The Business Planning and Performance Management Framework demonstrates the alignment that exists between the Community Plan, Corporate Plan, Directorate Business Plans, Service Plans and People Perform Grow. It has been supplemented by an agreed cycle of activity required to embed the Framework across the organisation. All elements of the Business Planning and Performance Management Framework are currently being progressed and embedded across the organisation.</p>	
<p>In addition to the statutory performance indicators and standards, the Council has developed and agreed suites of self-imposed performance indicators which underpin the Corporate Plan, Performance Improvement Plan and Directorate Business Plans. These plans provide the strategic and operational context for the work of the organisation, and year on year progress against the indicators is</p>	

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

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

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

Appendix 2: The Golden Thread



Ár bhFeidhmíocht Ag Amharc Siar, Ag Dul Chun Cinn

Our Performance Looking Back, Going Forward



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

Ag freastal ar an Dúin agus Ard Mhacha Theas
Serving Down and South Armagh

The Local Government (NI) Act 2014 sets out a general duty of improvement for local government, whereby all District Councils must put in place arrangements to secure continuous improvement in the exercise of their functions.

Looking Back

Assessment of Performance 2024-25

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

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

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

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

Our District, Our Organisation, Our Performance



District

Population: 182,074

Households: 68,397

7 District Electoral Areas

41 Elected Members

1,000+ employees

88% of residents are
satisfied with the Council



Community

Life expectancy:

Male: 78.9 years /

Female: 82.6 years

Age Profile: 0-15 years:

22% / 65+ years: 17%

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

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

55 Neighbourhood Watch
Schemes

18,407 food parcels
delivered to vulnerable
households

£12.3m awarded through
the Financial Assistance
Scheme since 2015



Tourism

In 2023:

Numbers of overnight
stays 482,585

Level of visitor spend -
£79,139,615

Three Areas of Outstanding
Natural Beauty

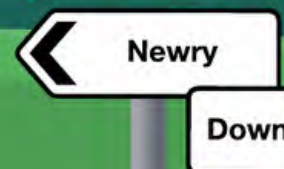
5 'green flag' parks and
3 'blue flag' beaches



Newry
Town Hall



Newry Leisure Centre





Health and Wellbeing

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

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

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

200k recorded visits at community trails

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



Economy

Employment rate: 65.5%

9,515 VAT Registered Businesses

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

206 new jobs promoted through business start activity

231 businesses supported delivered through economic development programmes



Environment

Recycling is important to 91% of residents

Top perceived problem for residents: Dog mess and fouling

Recycling rate: 49.0%

185 community clean ups supported since 2020

Second lowest level of waste to landfill across all NI Councils



Performance at a Glance

A snapshot of the past year

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

Performance Improvement Objective	Progress	Status Trend
 We will improve our sustainability and reduce our impacts in relation to climate change	1 vehicle within the Council fleet that has an alternative fuel source	😊
	0 Council supported EV charging points installed	😞
	79% of Council fleet younger than 8 years.	😊 ⚠️
	Biodiversity Strategy 2024-30 approved and launched	😊
	257 trees planted on Council managed estate	😞 ▼
 We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme	The Council received the third highest number of planning applications across the 11 Councils.	😊
	The processing time for local planning applications increased from 33.7 weeks in 2023-24 to 45.2 weeks in 2024-25	😞 ▼
	The processing time for major planning applications increased from 154.8 weeks in 2023-24 to 29.6 weeks in 2024-25	😊 ⚠️
	The number of planning applications in the system for 12 months or more increased from 352 by year end 2023-24 to 408 by year end 2024-25	😞 ▼
	The number of enforcement cases in the system for 12 months or more has increased from 599 in 2023-24 to 574 by year end 2024-25.	😞 ⚠️

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

Going Forward

Performance Improvement Objectives 2025-26



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

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



Objective 1

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

What you will see:

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



Objective 2

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

What you will see:

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



Objective 3

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

What you will see:

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



Objective 4

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

What you will see:

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



Objective 5

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

What you will see:

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

Have your say

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

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

This document is available in alternative formats upon request.


For more information, contact:

Performance and Improvement
Newry, Mourne and Down District Council
O'Hagan House, Monaghan Row, Newry
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Oifig Dhún Pádraig
Downpatrick Office
Downshire Civic Centre
Downshire Estate, Ardglass Road
Downpatrick BT30 6GQ



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

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

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

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

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

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

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

	<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 type="checkbox"/></p>
7.0	Appendices
	<p>Appendix 1 - SP&R paper – June 2023</p> <p>Appendix 2 – Draft Conflict of Interest and Policy Procedures</p>
8.0	Background Documents

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

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

For decision	X	For noting only	
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1.0	Purpose and Background
1.1	The purpose of the report is to seek Members approval on the revised Conflicts of Interest Policy and Procedure (COIPP).
1.2	The draft will replace the existing COIPP.
2.0	Key issues
2.1	The following is a summary of the main amendments:-
2.2	The COIPP includes a new electronic process to gather employees Declarations of Interest (DOI) and Register of Interests (ROI) using Microsoft Forms software. Councillors return will continue to be collected via Democratic Services.
2.3	A description and an indicative list of "high-risk posts" are included to support monitoring and evaluation by accurately determining the annual completion of DOI returns. Subject to Committee approval and Council ratification, a version control table is included to track any future amends.
2.4	An annual CEO update will be issued providing instruction to staff on how to complete.
2.5	A new ROI process is created to capture any direct or perceived conflict outside of the annual return DOI process.
2.6	New employee (which includes movers) induction checklist and IT Leavers procedure will be updated to reflect the requirements.
2.7	The responsibility has passed from the Head of Legal to the Head of Compliance to administer the electronic process.
2.8	For ease of reference, revisions are included in red text within the COIPP.

3.0	Recommendations
3.1	It is recommended that Members approve the COIPP.
4.0	Resource implications
4.1	None identified.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input 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 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 checked="" type="checkbox"/></p>
7.0	Appendices
	Draft Conflicts of Interest Policy and Procedure
8.0	Background Documents
	See current Conflicts of Interest Policy and Procedure

Conflict of Interest Policy and Procedures



Policy Control

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

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Version Control

Version No	Amendments	Authorisation	Date	New Version No

1. Title of policy

Conflicts of Interest.

2. Statement

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

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

3. Aim

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

4. Scope

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

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

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

5. Related policies and legislation

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

Publication Scheme
Induction checklist

6. Definitions

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

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

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

A conflict of interest can also be perceived.

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

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

7. Department and Officer responsible

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

¹ Page 6:- https://www.niauditoffice.gov.uk/files/niauditoffice/media-files/conflicts_of_interest_good_practice_guide.pdf

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

8. Policy approval process

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

9. Review Date

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

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

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

11. Equality Screening

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

12. Rural Needs Impact Assessment

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

Conflict of Interest Procedures

Introduction

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

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

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

Who are these procedures for?

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

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

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

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

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

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

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

A conflict of interest can also be perceived.

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

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

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

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

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

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

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

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

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

How do I identify a conflict of interest?

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

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

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

The main areas are likely to be:

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

Private occupations

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

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

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

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

Payment for private work

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

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

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

Shareholdings

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

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

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

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

Relationships with suppliers and consultants

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

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

How can conflicts of interest be managed effectively?

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

All staff and Councillors have a responsibility to regularly review their circumstances and determine if any change has occurred which should rightly result in a change to their declaration or facilitate the need for a new declaration.

Daily and Annual guidance for employees

- DAILY

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

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

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

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

- ANNUALLY

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

Examples of high risk posts are included from page 23.

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

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

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

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

It is good practice at the beginning of a meeting to declare any interest which you have in an item to be discussed, and certainly before any discussion of the item itself. Sometimes this is not possible because an issue arises in the meeting unexpectedly so that the interest

can only be declared later. In such a case, the Council expects the interest to be raised as early as possible.

Guidance for Councillors

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

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

What happens if there is a breach of the Policy?

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

Policy Review Date

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

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

Training

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

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

Templates

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



Register of Interests

* Required

1. PRIVACY NOTICE

The type of personal information we collect

Council collects the information contained in the below form.

How we get your personal information

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

Why we collect it

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

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

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

How we store your personal information

Your information is securely stored permanently on Council servers.

Your data protection rights

Under data protection law, you have rights including:

Your right of access - You have the right to ask us for copies of your personal information.

Your right to rectification - You have the right to ask us to rectify personal information you think is inaccurate. You also have the right to ask us to complete information you think is incomplete.

Your right to erasure - You have the right to ask us to erase your personal information in certain circumstances.

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

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

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

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

Please contact the Compliance Team if you wish to make a request.


How to complain

If you have any concerns about our use of your personal information, you can make a complaint to the Compliance Team.

You can also complain to the ICO via:- <https://ico.org.uk/make-a-complaint/> *

☐ **I have read and understood the Privacy Notice**

2. Date *

Please input date (dd/MM/yyyy) 

3. Employee full name *

Enter your answer

4. Job Title *

Enter your answer

5. Directorate *

- ☐ Corporate Services
- ☐ Active and Healthy Communities
- ☐ Sustainability and the Environment
- ☐ Enterprise, Regeneration and Tourism
- ☐ CEOs Office

6. Department/Section *

Enter your answer

7. Date of Appointment to current position *

Please input date (dd/MM/yyyy)



8. Please list the individual(s) concerned *

Enter your answer

9. Please outline the circumstances involved on the conflict of interest *

Enter your answer

10. Please outline as assessment of the situation *

Enter your answer

11. Please outline how the matter was resolved or how the risk was reduced/eliminated *

Enter your answer

12. Please outline any action taken *

Enter your answer

13. **I confirm that the above declaration is complete and correct to the best of my knowledge and belief. The interests I have declared include both direct and indirect interests (i.e. those of a partner, spouse or close relative) and any specific financial interests are shown. ***

☐ Yes

Submit

This content is created by the owner of the form. The data you submit will be sent to the form owner. Microsoft is not responsible for the privacy or security practices of its customers, including those of this form owner. Never give out your password.

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* Required

The type of personal information we collect

How we get your personal information

Why we collect it

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

How we store your personal information

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

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

Your data protection rights

Under data protection law, you have rights including:

Your right of access - You have the right to ask us for copies of your personal information

Your right to rectification - You have the right to ask us to rectify personal information you think is inaccurate. You also have the right to ask us to complete information you think is incomplete.

Your right to erasure - You have the right to ask us to erase your personal information in certain circumstances.

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

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☐ **I have read and understood the Privacy Notice**

2. Date *

Please input date (dd/MM/yyyy)



3. Employee full name *

Enter your answer

4. Job Title *

Enter your answer

5. Directorate *

- ☐ Corporate Services
- ☐ Active and Healthy Communities
- ☐ Sustainability and the Environment
- ☐ Enterprise, Regeneration and Tourism
- ☐ CEOs Office

6. Department/Section *

Enter your answer

7. **Date of Appointment to current position ***

Please input date (dd/MM/yyyy)



8. **Date of Appointment to Council (if different) ***

Please input date (dd/MM/yyyy)



9. **Company interests** – any relations with a company or commercial organisation; Directorships, paid employment, consultancy, close family connection. **Please include dates and role or N/A if not applicable. ***

Enter your answer

10. **Self employment. Please include dates and role or N/A if not applicable. ***

Enter your answer

11. **Land or Property Holdings** – (see Appendix 2 of Conflict of Interest Procedure). **Please include N/A if not applicable. ***

Enter your answer

12. **Charities** - trusteeships, governorships or employment with any charities or voluntary organisations. **Please include dates and role or N/A if not applicable. ***

Enter your answer

13. **Public Appointments** – remunerated or unremunerated. **Please include dates and role or N/A if not applicable.** *

Enter your answer

14. **Memberships** – including membership of professional or external bodies, trade or other associations **Please include N/A if not applicable.** *

Enter your answer

15. **Close Family Links** – Specific close family interest in any of the above. **Please include N/A if not applicable.** *

Enter your answer

16. **Other Interests** – any other interests held by you or your close family. **Please include N/A if not applicable.** *

Enter your answer

17. **I confirm that the above declaration is complete and correct to the best of my knowledge and belief. The interests I have declared include both direct and indirect interests (i.e. those of a partner, spouse or close relative) and any specific financial interests are shown.** *

☐ Yes

Submit

Recognising a Conflict of Interest³

Checklist for Employees

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

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

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

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

³ Page 8:- https://www.niauditoffice.gov.uk/files/niauditoffice/media-files/conflicts_of_interest_good_practice_guide.pdf

Options for managing Conflicts of Interest⁴

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

⁴ Page 23:- https://www.niauditoffice.gov.uk/files/niauditoffice/media-files/conflicts_of_interest_good_practice_guide.pdf

LIST OF HIGH-RISK POSTS PER DIRECTORATE

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

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

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

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

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

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

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			<p>The Corporate Risk Register was reviewed and updated by SMT on 16 September 2025. Quarter 1 Assurance Statements for 2025/26 have been used to inform and update the content of the Corporate Risk Register. Where relevant, Officers have also provided updates in relation to specific controls and action plans.</p>
2.0			Key issues
2.1			<p>Corporate Risk Register The Council has identified 12 corporate risks, 7 of which are red, 4 of which are amber and 1 of which is a yellow level risk. No new risks have been added to the Risk Register.</p> <p><u>Appendix 1</u> provides an overview of each risk, risk owner(s), gross and residual risk scores, as well as a summary of changes and updates which have been made to the Corporate Risk Register since July 2025.</p> <p>Several actions have been updated to ensure the Corporate Risk Register is a live document and can be used as a Management tool for decision making.</p> <p>The Corporate Risk Register has been updated with the Council's new objectives from the Corporate Plan 2024-27.</p> <p>The updated Corporate Risk Register is attached at <u>Appendix 2</u>.</p>
2.2			<p>Other Risk factors which were considered</p> <p>Senior Management Team (SMT) has considered including a Corporate Risk relating to the impacts of climate change. A Sustainability and Climate Change Strategy & Action Plan is currently being finalised. In the coming weeks, work will begin on developing the Corporate Risk, taking into account both the potential impacts of climate change and the mitigations the Council can put in place. This will align with the development of actions to assist Council in meeting future sustainability and climate targets.</p>
2.3			<p>Directorate Risk Register – Sustainability and Environment (S&E)</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 summary for</p>

	the S&E Directorate is attached at Appendix 3 . The Risk Register was reviewed and updated with the Assistant Directors and Director of S&E on 18 September 2025.
2.4	<p>Within the S&E Directorate Risk Register, 6 risks have been identified. 2 risks have a red risk rating; 3 risks have an amber risk rating and 1 risk has a yellow risk rating. These risks cover a range of service areas and functions.</p> <p>The S&E Risk Register will be updated on a quarterly by the Directorate Management Team 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 S&E Directorate Risk Register summary at Appendix 3 and detailed S&E Directorate Risk Register at appendix 4.</p>
4.0	Resource implications
4.1	There are no resource implications.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p>

	<p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i> Consultation not required.</p>
6.0	Due regard to Rural Needs (please tick all that apply)
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	Appendices
	<p>Appendix 1: Summary Sheet – Corporate Risk Register – September 2025</p> <p>Appendix 2: Corporate Risk Register – September 2025</p> <p>Appendix 3: Summary Sheet – S&E Directorate Risk Register – September 2025</p> <p>Appendix 4: S&E Directorate Risk Register – September 2025</p>
8.0	Background Documents
	None

NMDDC Corporate Risk Register Cover Sheet - September 2025

Risk	Description	Risk Owner(s)	Gross Risk Score	Jul-25	Sep-25		Comments
				Residual Risk Score	Revised Residual Risk Score		
CR01	Failure to deliver the capital investment programme for the District	SMT Caolain Boyd	25	20	20	↔	Residual risk score remains unchanged. Actions have been updated.
CR02	Non-compliance with legislative requirements, including the Procurement Act 2023	Josephine Kelly Sinead Murphy	25	20	20	↔	Risk score remains unchanged. Actions have been updated and training in relation to the Procurement Act 2023 has now been completed. Procurement Policy was approved by SP&R Committee in September 2025.
CR03	Failure to effectively manage waste	Sinead Murphy	25	20	20	↔	Residual risk remains unchanged - actions have been updated.
CR04	Failure to provide robust and timely planning decisions	Conor Mallon	25	20	20	↔	Residual risk score remains unchanged. Action updated in relation to a recruitment drive being launched in November 2025 for Trainee Planners, this in conjunction with 8 other Councils and DfI.
CR05	Failure to adequately deliver future efficiencies and improvements	Marie Ward Josephine Kelly	20	16	16	↔	Residual risk score remains unchanged and actions have been updated.
CR06	Failure to adequately react to a major incident which would minimise any negative consequences/impact	SMT Sinead Traynor	25	8	8	↔	Residual risk score remains unchanged and actions have been updated. A new cross border scenario planning event is being coordinated via Central Emergency Plan team for Local Government.
CR07	Failure to implement an economic development programme to regenerate the district	Marie Ward Conor Mallon	20	16	16	↔	Residual risk score remains unchanged and actions have been updated - need flooding update
CR08	Failure to manage sickness absence resulting in delays and an inability to deliver Council services.	Senior Management Team	25	20	20	↔	Residual risk score remains unchanged and actions have been updated.
CR09	Risk to the long term financial stability of Council in relation to the delivery of Council Services	Senior Management Team, Gerard Byrne	25	20	20	↔	Residual risk score remains unchanged and actions have been updated.
CR10	Failure to effectively plan for and manage a cyber security attack.	Josephine Kelly Gavin Ringland	25	20	20	↔	Residual risk score remains unchanged and actions have been updated. Risk also considered at the IT Programme Group in July 2025.
CR11	Risk of Industrial Action impacting on Service Delivery	Senior Management Team	25	15	15	↔	Residual risk score remains unchanged and actions have been updated.
CR12	Insufficient staff resources to deliver Council services in an effective and efficient manner	Marie Ward Josephine Kelly	20	16	16	↔	Residual risk score remains unchanged and actions have been updated.

1. Corporate Risk Register NMDDC

9/17/2025 1:54:41 PM

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Risk

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

Consequence	5					G	<div><div>Risk Categories</div><div>Buildings / Engineering / Environment Business operational/reputational</div><div>Risk Description</div><div>Failure to adequately resource the capital programme Failure to effectively manage capital contracts Capital programme does not sufficiently deliver on the Corporate Objectives</div><div>Potential Root Cause</div><div>Lack of availability of construction materials and increases in the cost of materials due to inflation and Cost of Living crisis Contractors on key projects fail to deliver on time and on budget Consultant and/or contractor collusion Procurement delays, failures or legal challenges Procurement Act 2023 - due to the uncertainty - became law on 24 February 2025 Governance Arrangements not being adhered to Projected timelines too optimistic Delays due to the statutory approvals process and gaining consent Lack of awareness in staff and managers Lack of resources - economic downturn/recession Funding reduced/withdrawn, timescales extended leading to increased costs Impact of inflation on the financial viability of the capital plan going forward</div><div>Consequence</div><div>Impact on service delivery Financial impact - inflationary pressures Legal challenge / Negative PR Impact on quality/cost of projects Future reduction on the capital budget Reputational damage</div><div>Risk Owners</div><div>Caolain Boyd; Senior Management Team</div><div>Gross/Inherent Risk</div><div>Red 25</div><div>Last Review</div><div>9/16/2025</div><div>Residual Risk</div><div>Red 20</div><div>Next Review</div><div>12/31/2025</div><div>Target Risk Level</div><div>Yellow 9</div><div>Risk Appetite</div><div>Risk Open</div></div>
	4					R	
	3			T			
	2						
	1						
		1	2	3	4	5	
Probability							

Objectives

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

Key Controls Identified

1. Asset Management Strategy in Place to identify surplus assets
1. Capital Projects Procedure - June 2024
1. Monthly review of spend against budget
1. Outline and then Strategic Businesses cases for all significant projects
1. Pre-Qualification Questionnaire criteria strengthened for Suppliers
1. Professionally qualified and experienced staff
- 2 Project risk register in place for major projects
2. Capital Plan annually approved at Council
2. Funding Agreements and Contracts for Funding when applicable
2. Large projects are project managed by external consultants who report to the Estates Team.
2. Monthly site progress meetings which are minuted
2. Multi Year Capital Plan
2. Project and Programme Boards for significant capital projects
2. Strategic Finance Working Group scrutinises each Capital Project
3. Gateway Reviews
3. Internal Audit of Project Governance received SA 2022/23.

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
BRCD funding going forward	On the 13 September 2024 the UK government announced that it was pausing funding of City Deals in Northern Ireland. On the 16 September 2024, The Secretary of State confirmed that following communication with HM Treasury nothing has changed on the status of the Belfast Region City Deal, which was signed back in December 2021.	In Progress	Senior Management Team	11/30/2025	The Belfast Region City Deal was signed in December 2021 and unlocks £1 billion of transformative co-investment. OBCs for NMD projects have been approved by BRCD Board and relevant Government Departments. Contracts for funding and funding agreements have been progressed. Progress ongoing on project delivery, based on stage of development of each.
Capital Plan Cash Flow forecasting	Ongoing forecasting dependent on progress in capital projects	In Progress	Gerard Byrne	2/15/2026	The estimates for MRP/Loan payments over the life of our capital Programme as part of the 2026/27 Rate Process is now commencing. Finance Team to meet with Capital Team Project Managers early in Q3 2025/26 to get an updated on projected Capital Spend versus budget for 2025/26 and projections for 2026/27 onwards.
Mourne Mountain Gateway Project	Following the announcement of the National Trust on 1 May 2025, refusing the lease at Thomas Quarry - urgent meetings have taken place with Council, DfE, TNI and BRCD partners.	In Progress	Senior Management Team	11/30/2025	Council will continue to engage with DfE and BRCD partners to consider next steps and options.
Procurement Act 2023	The Procurement Act 2023 became law on Monday 24 February 2025. Has a significant impact on capital projects, when the projects span old and new regulations/laws.	In Progress	Josephine Kelly	11/30/2025	The guidance notes and templates have been released by Central Government. The Procurement Policy has been updated and SIB have been engaged to provide Procurement Advice. The Council will be moving to ETendersNI. Procurement Act Training has been completed in May & June 2025. Additional resource has been sought to assist the team as well as additional capacity to assist with tender specification advice in S&E and AHC. Revised Procurement Policy approved by the SP&R in September 2025.

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

Consequence	5				R	G	Risk Categories Business operational/reputational Impact on individuals (staff or public) Statutory Duty (Legal/Regulatory) Risk Description Failure to have the necessary policies and procedures in place with staff adequately trained to ensure legislative compliance. This includes complying with Procurement legislation, health and safety / fire risk assessments / Asbestos and Legionella best practice and statutory requirements. Council not having adequate insurance cover. Potential Root Cause Failure to understand and meet legal requirements in relation to Health and Safety, Information Management, Rural Needs, Disability, Section 75, Performance and Improvement and Safeguarding. Lack of resources and inadequate training provision. Staff not complying with Council's procurement policy. Procurement Act 2023 became law on 24 February 2025 Property and vehicle schedules not being up to date. Absence of effective operational procedures and policies. Fire Risk Assessments at Council buildings not being undertaken and actions not being implemented and managed. Unforeseen events and public negligence/lack of responsibility. FRA / Legionella / Asbestos etc (are not being reviewed due to front line services being provided).
	4		T				
	3						
	2						
	1						
		1	2	3	4	5	
Probability							
							Consequence Non-compliance leading to prosecution Personal liability / Corporate Manslaughter Risk of a fatality at a Council site Reputational damage Reduced trust and public confidence Increased number of complaints and queries Increased insurance premiums Loss of income
							Risk Owners Josephine Kelly; Sinead Murphy
							Gross/Inherent Risk Red 25
							Last Review 9/16/2025
							Residual Risk Red 20
							Next Review 12/31/2025
							Target Risk Level Yellow 8
							Risk Appetite Risk Averse

Objectives

7. Deliver sustainable services

Key Controls Identified

- 1. Asbestos and Legionella Policies and Management Plans in place
- 1. Dedicated skilled teams in place for:
 - Health and Safety, HR, Legal and Procurement
- 1. Health and Safety Committees in place and ongoing programme of training in place
- 1. Policies and procedures in place - i.e H&S Policy, Procurement Policy, Access to Information, Capital Projects etc
- 1. Procurement training rolled out to all relevant staff
- 2. Compliance Reporting to SMT and H&S Committees
- 2. Procurement a standing agenda item at Councils Audit Committee
- 3. Internal Audit 2023-24 - compliance checking - facilities review(considering fire risk, asbestos and legionella)
- 3. Internal Audit for Community Centres scheduled for 2025-26
- 3. Internal Audit for Information governance scheduled for 2025-26
- 3. Internal Audit proposed for September 2025/26 on Procurement
- 3. Internal Audits Completed and Scheduled going forward annually.

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Actions from Fire Risk Assessment Audits	The actions from the Fire Risk Assessments which have been completed need to be actioned as soon as possible for all Council properties by the Facilities Management and Maintenance Department.	In Progress	Conor Sage	11/30/2025	<p>The current level of risk regarding fire risks in our buildings is considered Low. The Fire Policy was approved and effective since 12th March 2020 and is now overdue for review. This will be presented at CMT/SMT in Q3 25/26, The associated Fire Safety Management Plan requires progressing. The priority is to seek agreement on a Fire Safety Management Plan which will guide future control of this risk.</p> <p>The Council has appointed a Council wide Contractor/s to undertake annual inspections of fire alarms and firefighting equipment. Fire alarms inspections are likely to highlight a programme of work to upgrade some systems. A Supplier has now been appointed for a new Fire alarm maintenance contract.</p> <p>Fire Risk assessment programme is in place, Facility Managers are responsible for updating the risk control plans and adding any required remedial works requests to the FM Portal. The Council's Building Maintenance team continue to address remedial work as required.</p>

Advisory Internal Audit Review - Health and Safety	Implement the 30 recommendations arising from the internal audit review of Health and Safety	In Progress	Josephine Kelly Sinead Murphy	11/30/2025	An external review has been undertaken and an independent Report from provided to Council. There has been an initial meeting of Directors of Corporate Services, Sustainability and Environment and Active Healthy Communities. Recommendations are now tracked on the one advanced system and recommendations updated quarterly.
Asbestos Policy and Management Plans	Implementation of Asbestos Policies and Management Plans	In Progress	Conor Sage	11/30/2025	The current level of risk for asbestos, is considered medium. Asbestos Management Policy is now due for review and will be presented to CMT/SMT in Q3 25/26. RFQ has been completed for a 1-Year contract to deliver asbestos management surveys. Programme commenced in Q1 25/26 and is due to complete September 2025. A Business Case was approved at September S&E for a 3 year Asbestos Management contract.
E-Learning Training	E-Learning training to be promoted throughout the organisation as take up is low - this is particularly relevant to mandatory training sessions.	In Progress	Marina Hughes	11/30/2025	E-learning is regularly promoted throughout the Organisation and will continue through the year. The number of mandatory e-learning training courses has been increased to 12% employee. The overall compliance rate was 62% as at 31 December 2024 a significant improvement in comparison with previous years.
Internal Audit - Compliance checking – facilities review (considering fire risk, asbestos and legionella checking)	Implement recommendations outlined in the limited assurance internal audit which was finalised in May 2024	In Progress	Conor Sage Senior Management Team	11/30/2025	Action plan now in place to implement recommendations
Internal Audit - Contract management	Implement recommendations from the limit assurance Internal Audit which was finalised in May 2024	In Progress	Caolain Boyd Senior Management Team	11/30/2025	Procurement Policy has been updated in line with the new legislation. Directors bring procurement actions plans to the Audit Committee Quarterly. STAs also reported to Audit Committee quarterly. A contract management finance code is going to be implemented to strengthen controls. The code is currently being reviewed in a test environment prior to going live on P2P system.
Legionella Policy and Management Plan	Implementation of Legionella Policies and Management Plans	In Progress	Conor Sage	9/30/2025	The current level of risk for legionella is considered Medium. A new contract for Water Hygiene services has been awarded. Water monitoring programme is in place in accordance with L8/HSG 274. A prioritised programme of risk assessments is underway. Legionella Policy has been updated and approved at Council. The Legionella Management Plan has been updated and approved at CMT/SMT. Business Case for a mechanical works contractor was approved at SE committee in December 2024 to address legionella risk assessment remedial works. Expression of Interest has been issued through a framework and Tender Documents have been issued. The programme of risk assessments is due to complete in Q3 2025/26.

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

CR. 03 - Failure to effectively manage waste

Consequence	5				R	G	Risk Categories	Buildings / Engineering / Environment Quality of Service Statutory Duty (Legal/Regulatory)				
	4							Risk Description	Failure to effectively manage waste			
	3			T					Potential Root Cause	Industrial dispute lodged by the Trade Unions Insufficient resources (particularly availability of HGV drivers) Market forces enable commercial operators to increase prices (MDR) Failure to plan effectively for the future (including financial planning) Historic contract arrangements which may not be providing the Council with VFM Future changes to waste management arrangements Structure of new contracts to process & dispose of our waste to reflect changes in legislation Operation of the ARC21 Corporate Body going forward		
	2											
	1											
		1	2	3	4	5						
Probability						Consequence	Failure to meet recycling Targets Reputational Issues Lower levels of customer satisfaction impact on service delivery and lost productivity					
							Risk Owners					
							Sinead Murphy					
							Gross/Inherent Risk					
							Red 25					
							Last Review					
						9/16/2025						
						Residual Risk						
						Red 20						
						Next Review						
						12/31/2025						
						Target Risk Level						
						Yellow 9						
						Risk Appetite						
						Risk Cautious						

Objectives

2. Improve the health and wellbeing of everyone in the district
7. Deliver sustainable services

Key Controls Identified

1. Contingency Plans in place
1. Long term Waste Strategic Plan in place
1. Partnership working with key stakeholders
3. Internal Audit carried out for Fleet Management in February 2025
3. Internal Audit Scheduled for Waste Management contracts for 2025-26
- 3.Internal Audit carried out for Fleet and Asset Management in February 2025

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
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arc21 Waste Management Group	Following the May 2022 refusal to grant arc21 planning permission for their residual waste project and the requirement to recycle 70% by 2030 as per the Climate Change Bill and the Circular Economy package coupled with governance and internal issues within arc21 the long term viability of the group is under consideration. arc21 continue with the appeal process against the refused planning application. SOLACE have engaged SIB to undertake a review of waste management arrangements across the 11 Councils to consider future collaboration in contract management, changing legislation and emerging policies.	In Progress	Sinead Murphy	11/30/2025	Arc21 are carrying out their own strategic review. NM&D have had an opportunity to input. Consideration needs to be given as to how the Council would participate in any successor body to arc21. Awaiting conclusion of SOLACE review on future collaboration of NI Councils on waste management.
Internal Waste Management Planning	Council waste management planning is driven by a number of internal and external factors including the introduction of legislation such as the Climate Change Act (Northern Ireland) 2022, Extended Producer Responsibility, Deposit Return Scheme and Common Collection Systems.	In Progress	Sinead Murphy Sinead Trainor	11/30/2025	Ongoing but action remains. There have been delays to the publication of the response to the DAERA consultation 'Rethinking Resources' and to the introduction of Deposit Return Scheme. It is anticipated that DAERA will publish the consultation response in Q2 2025/26. Council have been informed of the indicative payments to be received in the 2025/26 for the packaging Extended Producer Responsibility (pEPR) legislation and are considering best way forward to achieve required efficiency and effectiveness.
Operators Licence	Internal Audit carried out a review of the progress in implementing TRU and FTA recommendations in October 2018. A further review took place during November/December 2020 which has provisionally highlighted that limited progress has been made in implementing a number of recommendations from the 2018 audit.	In Progress	Sinead Murphy Conor Sage	12/31/2025	A consolidated action plan in relation to compliance to the Council's Operators License (OL) was presented to SE Committee in November 2022. A further update on compliance was provided in June 2023 showing good progress towards full implementation of actions and ongoing compliance.. Staffing issues are being addressed and the Head of Cleansing has been seconded as interim Head of Fleet. Further operators license COTC holders trained and named on the OL. A further follow up Audit by RHA for 2023/24 also demonstrated positive progress and the Transport Regulation Unit is being regularly informed of progress. KPIs for compliance targets are reported to Operator Licence Working Group on a monthly basis. In November 2024 a further audit was completed by RHA. Updated will be provided against the recommendations in due course. Councils Operators License was renewed in February 2025 by TRU.
Packaging Extended Producer Responsibility (pEPR)	pEPR funding is intended to pay for the costs Local Authorities incur in managing packaging waste but this funding is not ring fenced.	In Progress	Sinead Murphy	12/1/2025	A report was brought to SP&R in September 2025 to engage a Waste Specialist to support the Council in identifying areas to proactively improve the effectiveness and efficiency of its Waste Collection and Recycling Services.

Waste Management Plan	The Waste Management Plan is organised by ARC 21. The Council is required to feed into and approve ARC 21s Waste Management Plan.	In Progress	Sinead Murphy	11/30/2025	A initial review of the arc21 Waste Management Plan (which includes NMDDC) has been completed by WRAP on behalf of DAERA/NIEA. Technical expertise (RPS) has been procured to produce an Addendum for the Plan as part of the six yearly review. arc21 WMP is ucurrently out for public consultation. DAERA are yet to consult on a draft Waste Management Strategy for NI which was due by the end of 2023; the publication of which would better inform the Councils Waste Management Plans. The Waste Management Strategy has been delayed.
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Risk

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

Consequence	5				R	G	<div><div>Risk Categories</div><div>Business operational/reputational Financial Quality of Service</div><div>Risk Description</div><div>Failure to provide robust and timely planning decisions</div><div>Potential Root Cause</div><div>Difficulties with recruitment and retention of staff Planning Legislation not being followed High Volume of planning applications combined with many which are of poor quality Delays in responses from statutory consultees</div><div>Consequence</div><div>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</div><div>Risk Owners</div><div>Conor Mallon; Jonathan McGilly</div><div>Gross/Inherent Risk</div><div>Red 25</div><div>Residual Risk</div><div>Red 20</div><div>Target Risk Level</div><div>Yellow 9</div></div>
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	3			T			
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		1	2	3	4	5	
Probability							
<div><div>Last Review</div><div>9/16/2025</div><div>Next Review</div><div>12/31/2025</div><div>Risk Appetite</div><div>Risk Open</div></div>							

Objectives

3. Protect and enhance our environment to secure a sustainable future
6. Develop and revitalise our district

Key Controls Identified

1. Action plan in place to reduce backlog
1. Ongoing training for officers and members
2. Dedicated Planning Committee in operation
2. Local Development Plan developed and timetable agreed
2. Quarterly report to Committee on progress against action plan
2. Scheme of Delegation in place to facilitate timely planning decisions
2. Validation check list agreed at Feb 25 Planning Committee, to be implemented following consultation and engagement ap
3. Internal Audit on Management of Planning Applications scheduled for 2025-26
- 3.An advisory audit on Planning - Review of Overturned Decisions was carried out in May 2024

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Backlog cases	Implement action plan to reduce backlog in line with timeframe set	In Progress	Jonathan McGilly	11/30/2025	During 2024-25, Council received 1,141 local planning applications which is the third highest across Northern Ireland. The processing time for local planning applications increased from 33.7 weeks in 2023-24 to 45.2 weeks in 2024-25 which is above the regional average of 19.0 weeks and exceeds the statutory standard of <15 weeks. During 2024-25, Council received fourteen major planning applications, six more applications than what was received in 2023-24. The processing time for major planning applications decreased from 154.8 weeks in 2023-24 to 29.6 weeks in 2024-25 which was the highest decrease in processing times recorded across all 11 Councils. It is below the regional average of 39.6 weeks and is within the statutory standard of <30 weeks. In 2024-25 there were 263 enforcement cases opened, representing an increase of 5.2% compared to the 250 cases opened in 2023-24. 2025/26 statistics are not available presently.
Internal Review of overturn decisions	Council will undertake a review/audit of overturn decisions - this is based on the NIAO Public Accounts Committee report on Planning decisions across Councils in NI	In Progress	Conor Mallon Jonathan McGilly	11/30/2025	Audit is now complete and presented to Audit Committee. Action Plan agreed with Planning Committee in July and currently being implemented. Training for Members was held in July 2024 and Programme of training currently being developed. Revised work plan to be tabled at may Planning Committee and training for Members to take place in 2025 after Council AGM. This will be for new members and refresher training for existing members.
Recruitment Drive For Planners	Council want to ensure that there is an adequate number of planner going forward and to ensure there is a career path available for students.	In Progress	Jonathan McGilly	11/30/2025	Council have been liaising with the Department about the possibility of a graduate recruitment Programme going forward. A recruitment drive will be launched in November 2025 for Trainee Planners, this in conjunction with 8 other Councils and DfI.
Regional Planning Review	The Public Accounts Committee issued a regional report on Planning in Northern Ireland on 24 March 2022	In Progress	Conor Mallon	11/30/2025	Performance improvement plan has been developed covering key areas of Planning. This was agreed between DfI and Councils and has involved engagement with PAC. This work is managed by Head of Planning group and is reported on to SOLACE and wider partnership groups involving DfI , PAC and Solace. This work remains ongoing and following recent discussions SOLACE has requested additional actions be added to the work plan including more engagement with PAC etc, this has been agreed by DfI and work has commenced to review and revise PIP objectives in line with recent engagement with DfI and SOLACE.

Risk

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

Consequence	5					<div><div>Risk Categories</div><div>Business operational/reputational Financial Impact on individuals (staff or public) Quality of Service</div><div><div>Risk Description</div><div>Failure to adequately deliver future efficiencies and improvements</div></div><div><div>Potential Root Cause</div><div>Difficulty recruiting key positions in Council. Corporate efficiency projects and other improvement activities are not currently joined-up with wider transformational activity The Council is currently unable to track the realisation of benefits (financial or non-financial) arising from investment in new IT systems (i.e. Legend) A lack of corporate capacity currently exists to support transformational activity The overall affordability of the Councils long term plans considering; Cost of Living Crisis / inflation / pay demands. Legacy HR systems are not providing management with timely and detailed information</div></div><div><div>Consequence</div><div>Not promoting a single corporate identity The budget situation will continue to get worse (salaries and wages) therefore not providing VFM Our ability to provide citizens / customers with the services they require will be significantly constrained We will potentially lag behind other Councils & other public sector organisations</div></div><div><div>Risk Owners</div><div>Josephine Kelly; Marie Ward</div></div><div><div>Gross/Inherent Risk</div><div>Red 20</div><div>Last Review</div><div>9/16/2025</div></div><div><div>Residual Risk</div><div>Amber 16</div><div>Next Review</div><div>12/31/2025</div></div><div><div>Target Risk Level</div><div>Yellow 9</div><div>Risk Appetite</div><div>Risk Hungry</div></div></div>
	4				R	
	3			T		
	2					
	1					
		1	2	3	4	5
Probability						

Objectives		Key Controls Identified	
7. Deliver sustainable services		1. PFF now complete	
		2. IT Project Group in place and meets regularly	
		2. IT Strategy in place	
		3. Internal Audit carried out in 2024-25 on User Access Management	

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Digital Strategy	Digital Strategy action plan is being developed.	In Progress	Veronica Keegan	11/30/2025	The Digital Strategy has been approved by Council. A Priority Plan of new digital transformation projects is being developed with further workshops with SMT / CMT in Q3 2025/26.
New HR System	New Self Service Human Resource Management system to be procured	In Progress	Marina Hughes Josephine Kelly Carol McClean	11/30/2025	The Business Case for the procurement of new systems has been reviewed following changes to the eLearning system and OH provider changes. The business case has been considered and approved by ITPG. Specifications are currently being developed prior to procurement.
Service Reviews	Service Reviews are currently being completed across Directorate in line with paper which was approved at SP&R	In Progress	Senior Management Team	11/30/2025	A draft action plan / timetable of service reviews has been provided to the Trade Unions as part of the agreement to the current dispute. Work is progressing. Service areas and HR continue to work together to ensure resources are appropriately directed to undertake the work required for Service/Structure Reviews.

Risk

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

Consequence	5					G	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
	4	T	R					
	3							
	2							
	1							
		1	2	3	4	5		
Probability							Potential Root Cause Natural disasters, localised flooding, Harbour disasters, Fire Pandemics - COVID 19 Significant IT failure Inadequate preparedness to be able to respond in the event of an emergency	Consequence Reputational damage through inadequate civic leadership to provide adequate community emergency support Loss of income Loss of life Litigation - civil/criminal increased insurance premiums
							Risk Owners Sinead Murphy; Senior Management Team	
							Gross/Inherent Risk Red 25	Last Review 9/16/2025
							Residual Risk Yellow 8	Next Review 12/31/2025
							Target Risk Level Green 4	Risk Appetite Risk Averse

Objectives

7. Deliver sustainable services

Key Controls Identified

1. Emergency planning measures in place, including:
-Flood risk plan
-Inter-agency group
1. Annual Winter Resilience Plan in place
1. Business Continuity scenario plans in place
1. Dedicated Emergency Planning team and professionally trained and experienced staff
1. Test exercises completed on a regular basis and lessons learned communicated
2. Member of Southern Region Emergency Planning Group
2. Member of the South East Flooding Recommendations Working Group
2. New regional local government regional model
3. Advisory Audit of flood grant verification took place in December 2024
3. Internal Audits Completed;

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	Sinead Trainor	9/30/2025	Revision of all Departmental BCP's is continuing into 2025/26
Northern Ireland Emergency Planning Structures	Officers will continue to attend and contribute to the NI Emergency Planning Structures.	In Progress	Senior Management Team	4/1/2026	Council continued to be represented at NIEPS were any upcoming incidents are discussed.
Risk Assessments	A review of all Council Risk Assessments currently in place and a review of all Officers who have been trained in IOSH	In Progress	Sinead Trainor	12/1/2025	Information is currently being collated through Councils Corporate Management Team. IOSH training and risk assessment workshops have now completed by staff across the organisation. Departments are now reviewing and implementing risk assessments. Corporate compliance dashboard to be developed to give SMT assurance on status of H&S compliance.
Scenario Planning	A new scenario planning event to take place	In Progress	Sinead Trainor	11/30/2025	A new cross border scenario planning event is being coordinated via Central Emergency Plan team for Local Government.

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

Consequence	5						Risk Categories	Impact on individuals (staff or public) Quality of Service
	4				R	G	Risk Description	Failure to implement an economic development programme to regenerate the district and attract inward investment
	3			T			Potential Root Cause	Failure to engage stakeholders (public and private sector) Inflationary pressures and higher interest rates. FFNI/DTFF - NMDDC is lead Council with operations team - increased risk Impact of the City Deal
	2							National Trust no longer granting a lease at Thomas Quarry The weakness in sterling driving inflation expectations higher
	1							Issues around the Windsor Framework including: -Loss of EU funding -Disruption of food and medical supplies
		1	2	3	4	5		-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
	Probability							

Consequence	Lack of investment in the District and lower levels of economic activity Lack of confidence from the private sector Some services, which were funded externally, not being delivered Lack of leadership and direction from the NI Executive and UK Government Inadequate levels of service provision		
Risk Owners	Conor Mallon; Marie Ward		
Gross/Inherent Risk	Red 20	Last Review	9/16/2025
Residual Risk	Amber 16	Next Review	12/31/2025
Target Risk Level	Yellow 9	Risk Appetite	Risk Hungry

Objectives

- Support the continued growth and development of our local economy
- Support regenerative tourism opportunities which promote our culture, heritage and environment
- Develop and revitalise our district
- Deliver sustainable services

Key Controls Identified

- 1. FFNI Digital Transformation Projects underway
- 1. Regeneration and Economic Development Strategy 2020-25 in place
- 2. Establishment of Local Economic Partnership including public and private sector stakeholders
- 2. Engagement with other Councils, other Departments, NILGA and the Private Sector through the Chamber of Commerce
- 3. Internal Audit on Economic Development and Inward Investment scheduled for 2025-26
- 3. Internal Audit on Review of Labour Market Partnership completed in Feb 2024 - Assurance Rating Satisfactory
- 3. Internal Audits Completed and Scheduled going forward - including the Enhanced Flood Support Scheme grant

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
City Deals	Actively engage in Belfast Region City Deal	In Progress	Conor Mallon Marie Ward	11/30/2025	The Belfast Region City Deal was signed in December 2021 and unlocks £1 billion of transformative co-investment. OBCs for NMD projects have been approved by BRCD Board and relevant Government Departments. Contracts for funding and funding agreements have been progressed. Progress ongoing on project delivery, based on stage of development of each of project. With the announcement of the National Trust on 1 May 2025 in relation to the National Trust not granting a lease at Thomas Quarry - urgent meetings have taken place with BRCD, Government Officials and other stakeholders. Council will continue to engage and explore other options.

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

Risk

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

Consequence	5		T		R	G	Risk Categories Business operational/reputational Financial Impact on individuals (staff or public) Quality of Service Risk Description CR. 08 - Failure to adequately manage sickness absence resulting in delays and an inability to deliver Council services. Potential Root Cause Increased levels of sickness absence Failure to adequately manage sickness absence Failure to conduct Return to Work Meetings following instances of absenteeism Increase in sickness absence being experienced across all sectors Consequence Increase in sickness absence Critical services failing to be delivered Financial cost of Occupational Sick Pay Impact on remaining staff of increased workloads to cover sickness absence Increased cost to Council due to the use of agency staff/overtime Risk Owners Senior Management Team Gross/Inherent Risk Red 25 Last Review 9/16/2025 Residual Risk Red 20 Next Review 12/31/2025 Target Risk Level Yellow 10 Risk Appetite Risk Minimal
	4						
	3						
	2						
	1						
		1	2	3	4	5	
Probability							

Objectives

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

Key Controls Identified

1. Employee Health Cash Plan
1. Human Resources Team
1. Managing Attendance Procedure
2. Health and Wellbeing Working Group/Team
2. Occupational Health Service
2. RTW absence interviews are now being monitored through the CMT group
3. Advisory Internal Audit on HR Policy completed in September 2025
3. Internal Audit of Sickness Absence in completed in 2023/24 - Satisfactory

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Health and Wellbeing Initiatives	Annual schedule of Health and Wellbeing Initiatives events & Stress Audit planned	In Progress	Josephine Kelly Sinead Murphy	3/31/2026	The Health and Wellbeing Working Group (HWWG) have delivered a number of H & WB events throughout the year, which coincide with an annual calendar of events, including NI Alcohol Awareness Week, Men's Health Week, Staff Volunteer day and issue Newsletters to promote H & WB among staff. A schedule of events for 2025/26 is under development. The HWWG will also deliver a H&WB survey, including stress risk assessment in 2025 which will support the development of an action plan going forward. Work has commenced on this and engagement with the HSE NI.
Return to Work interviews	The completion rate of RTW in line with procedure	In Progress	Marina Hughes	11/30/2025	There has been a significant improvement in the level of outstanding RTW meetings. RTW meetings are a core line management responsibility. HR will continue to provide support and management information. SMT & CMT ensure compliance in their areas of responsibility. The attendance management audit (December 2023) provided satisfactory assurance. Agreed actions have progressed and will continue into 25/26. The outstanding RTW meeting report has been updated and the RTW meetings process for long term absence is under review and mandatory training is being developed for managers.
Training	All Managers must complete Managing Attendance training on the Councils e-learning platform	In Progress	Marina Hughes	11/30/2025	The attendance management audit (December 2023) provided satisfactory assurance. Actions relating to mandatory attendance management training and refresher training was agreed. HR will work with Skillgate to establish robust processes which contribute to reduction in sickness absence durations. Phase 2 roll out will include mandatory manager training. In the interim line managers are still be referred to the attendance management module on Skillgate and HR are providing one to one support for line managers. Further line management guidance will be circulated.

Risk CR. 09 - Risk to the long term financial stability of Council in relation to the delivery of Council Services

Consequence	5				R	G	Risk Categories Business operational/reputational Financial Quality of Service Statutory Duty (Legal/Regulatory) Risk Description Risk to the long term financial stability of Council in relation to the delivery of Council Services Potential Root Cause Pay Pressures - Regional and Local National Insurance Employer Contributions rise is a recurring cost from 1 April 2025 Central Government Funding Cuts - Animal Welfare / Communities etc Erosion of Rate Support Grant since LG reform Inflation and higher interest rates and utility costs Central Government Budget not known prior to striking the rate Capital Programme affordability and availability of funding Risk to Council Rates Income and volatility of our ratebase Impact of potential changes as to how rates are calculated (Uniform Business Rate Review) Impact of the Windsor Framework going forward
	4						
	3			T			
	2						
	1						
		1	2	3	4	5	
Probability							
							Consequence Council income reducing Going concern issues Large increase in District Rate going forward - negative publicity Council Reserves reducing to inadequate levels Social impact - economic inequality and increased risk factor for poor mental health
							Risk Owners Gerard Byrne; Senior Management Team
							Gross/Inherent Risk Red 25 Last Review 9/16/2025
							Residual Risk Red 20 Next Review 12/31/2025
							Target Risk Level Yellow 9 Risk Appetite Risk Open

Objectives

- 1. Support the continued growth and development of our local economy
- 2. Improve the health and wellbeing of everyone in the district
- 6. Develop and revitalise our district
- 7. Deliver sustainable services
- 8. Represent the voice of the district with our partners

Key Controls Identified

- 1. Monthly Management Accounts completed by Finance
- 1. Quarterly Management Accounts to Committee - AD Variance Analysis
- 2. Engagement with ALGFO and FWG ongoing quarterly
- 2. Quarterly Budget meetings in place with Directorate Teams
- 2. Service and Business plans now in place
- 2. Treasury Management expert contracted by all 11 Councils
- 3. Internal Audit completed in 2023-24 on Management accounts processes given a satisfactory assurance rating
- 3. Internal Audits Completed and Scheduled going forward
- 3. Statutory Financial Audit by NI Audit Office

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
New Finance Solution	Council to procure an up to date finance solution which will better aid decision making and reporting going forward.	In Progress	Gerard Byrne	12/31/2025	Initial project mandate approved by ITPG on the 22 July 2025. Full Business Case to be developed and presented to ITPG, before going to SP&R for approval in Q3.
Rates Support Grant	Director of Corporate Services to write to the Minister of Communities about the reduction of the Rates Support Grant	In Progress	Josephine Kelly	11/30/2025	Independent review of the Rates Support Grant is nearing completion and report is due in 2025. As per action from SP&R, Council wrote to the Minister for Communities on the 12 September 2024 to express concern in relation to the RSG reduction and the impact for Council and Ratepayers.
Reserves Policy	A reserves policy to be drafted and approved by Council.	In Progress	Gerard Byrne	11/30/2025	A Reserves Policy was approved at the September 2025 SP&R Committee. The document will determine Council's policy in relation maintaining its financial reserves and funds to allow proper financial planning and ensure adequate financial resilience. The Procedures will be formalised at the Strategic Finance Working Group.
Treasury Advice - Banking	All 11 Councils receive weekly updated from our Treasury Management Expert in relation to banking and lending.	In Progress	Gerard Byrne	12/31/2025	While we closely monitor market conditions, we are meeting with our Treasury Advisors in relation to our current Banking and Money Market arrangements. Further Meetings will take place as they year progresses.
Working Groups	Multiple Officer groups discussing these financial concerns on a regular basis.	In Progress	Gerard Byrne Senior Management Team	11/30/2025	CEO attends Solace who have direct engagement with the Permanent Secretaries Group. AD of Finance & performance attends the Council wide Finance Working Group (FWG) and Association of Local Government Finance Officers (ALGFO). Partnership Panel also meet with Ministers as required. Management also meet with our Treasury Advisors on a regular basis to get an overview of the economic situation on a global scale - i.e. interest rates / borrowing etc Officers will continue to attend and input into the above groups.

Risk

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

Consequence	5				R	G	Risk Categories Business operational/reputational Impact on individuals (staff or public) Quality of Service				
	4							Risk Description Risk of a cyber security event causing significant operational, financial and reputational damage to the Council			
	3			T					Potential Root Cause Cyber attack Lack of specialist/dedicated in-house resource Lack of staff compliance with IT training Accidental breach of security Breach of people, process, physical or technical controls Failure to respond to and recover from a cyber incident within, or impacting upon, Council Lack of skills and competencies System vulnerabilities Supply chain breach		
	2									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	
	1										Risk Owners Veronica Keegan; Josephine Kelly; Gavin Ringland
		1	2	3	4	5					
Probability											

Objectives

7. Deliver sustainable services

Key Controls Identified

- 1. Agile working policy now in operation from 12 September 2022
- 1. Back up arrangements
- 1. Business Continuity Scenario Planning
- 1. Participation in threat intelligence networks
- 1. Penetration testing and vulnerability scanning
- 1. Phishing simulation and learning exercises
- 1. Technical security controls and arrangements
- 2. Engagement with Cyber bodies
- 2. National Cyber Secuirty training
- 3. Internal Audit carried out in 2024-25 on User Access Management with a Limited Assurance Rating

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Business Continuity Plans	BCP plans to be updated to reflect the cyber risk	In Progress	Gavin Ringland Sinead Trainor	11/30/2025	CMT to ensure that BCPs for each service area are in existence, regularly reviewed and tested where possible/appropriate
Cyber Incident Response/Disaster Recovery	Establish and test cyber incident response and disaster recovery capabilities and implement SOC/SIEM/XDR Service	In Progress	Gavin Ringland	11/30/2025	Worst Case Scenario (WCS) testing was undertaken in November 2024. Testing was successfully completed within an isolated bubble exceeding Recovery Time (RTO) and Recovery Point (RPO) objectives. The Disaster Recovery run book has been finalised and accepted into operation. An overarching Cyber Incident Reponses plan will be formalised through the SOC/SIEM/XDR service that will be implemented during Q3 2025/26.
Training / Development Plans	Training to increase User Resilience	In Progress	Gavin Ringland	11/30/2025	In person training was delivered to all staff during 2023. On-going eLearning and testing campaigns are mandatory for all digital users with compliance reports issued to Line Managers and Corporate Management Team.
Upgrade Virtual Servers	Upgrade the Operating Systems, database engines and on-premise applications to latest supported and stable versions	In Progress	Gavin Ringland	11/30/2025	Supplier engagement and planning has commenced to migrate most of the server infrastructure underpinning the finance systems to modern Operating Systems and Database Engines. Some of said infrastructure will be decommissioned as new solutions are implemented utilising Software As A Service model. Work continues on the consolidation of data repositories to support an upgrade of the file servers.

Risk

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

Consequence	5		T	R		G	Risk Categories Business operational/reputational Impact on individuals (staff or public) Quality of Service Risk Description Risk of Industrial Action impacting on Service Delivery Potential Root Cause In common with many sectors and employers across the UK, industrial unrest has become increasingly likely Unresolved Legacy employment issues Current economic climate Consequence Creation of uncertainty and instability Negative impact on service delivery and lost productivity Negative PR for the Council Management & HR time lost to IR issues which impacts on operational and strategic matters being progressed Financial implications for Council where meeting the TU demands results in increased salary costs Risk Owners Senior Management Team Gross/Inherent Risk Red 25 Residual Risk Amber 15 Target Risk Level Yellow 10 Last Review 9/16/2025 Next Review 12/31/2025 Risk Appetite Risk Averse
	4						
	3						
	2						
	1						
		1	2	3	4	5	
Probability							

Objectives

2. Improve the health and wellbeing of everyone in the district
7. Deliver sustainable services

Key Controls Identified

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

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Rebuilding the Industrial Relations (IR) Framework	Agreement is in place between Management and the Joint Trade Unions, to work with an external facilitator, to rebuild the IR Framework and processes in NMDDC	In Progress	Josephine Kelly	11/30/2025	Agreement was reached between MS and JTUS on 28 February 2024. Work is at an advanced stage in relation to the Industrial Relations Framework and between MS and JTUS and an agreed Workplan will be finalised in due course.

Risk

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

Consequence	5						Risk Categories			
	4			T	R	G	Risk Description	Insufficient staff resources to deliver Council services in an effective and efficient manner		
	3						Potential Root Cause	There has been a difficulty in recruiting key positions in across Council. Another issue has been the retention of staff across all Directorates.		
	2							Pay scales in private sector Competitive Job Market Candidates less likely to apply for temporary positions		
	1							Labour Market Trends - decrease in unemployment and economic inactivity rate, increase in employment rate and cross border mobility		
		1	2	3	4	5	Consequence	Our ability to provide citizens / customers with the services they require will be significantly constrained We will potentially lag behind other Councils & other public sector organisations Increased costs due to employing agency staff / consultants etc		
	Probability						Risk Owners	Josephine Kelly; Marie Ward		
							Gross/Inherent Risk	Red 20	Last Review	9/16/2025
							Residual Risk	Amber 16	Next Review	12/31/2025
							Target Risk Level	Amber 12	Risk Appetite	Risk Cautious

Objectives

7. Deliver sustainable services

Key Controls Identified

1. Agency Framework in place

1. Code of Procedures on Recruitment and Selection

1. Qualified HR professionals in place

2. SMT review of recruitment schedule

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Alternative methods of recruitment	HR to look at alternative method of recruitment due to the difficulties in recruiting into key positions across Council. All Directorates are struggling to fill certain vacant posts.	In Progress	Marina Hughes	11/30/2025	<p>This includes the Regional Approach in relation to the Talent Management Strategy which is overseen by the LG Staff Commission. NMDDC represented on and contributing to LGSC Regional Talent Management Group.</p> <p>Directors and Assistant Director posts as part of PFF has been filled, with one Assistant Director position filled on a temporary basis. The permanent recruitment is being progressed again in Q3 in 25/26. It should be noted that there are still challenges across the Directorates on a number of posts at different levels. Permission has been sought from the Local Government Staff Commission to deviate from the Code of Procedures on Recruitment and Selection, which includes a less formal approach to recruitment for manual posts and extension to the duration of reservice lists for recruitment campaigns. A successful recruitment campaign has been devised and run to fill posts within the S&E Directorate. There will be a focus also on recruitment within AHC in Q3 2025/26.</p>
Higher Level Apprenticeship Scheme - Planners	Work is ongoing with the Department and other Councils on the viability of the HLA scheme for Planners	In Progress	Jonathan McGilly	12/31/2025	<p>Council have been liaising with the Department about the possibility of a graduate recruitment Programme going forward. A recruitment drive will be launched in November 2025 for Trainee Planners, this in conjunction with 8 other Councils and DfI.</p>
Service Reviews	Service Reviews are currently being looked at in line with paper which was approved at SP&R.	In Progress	Senior Management Team	11/30/2025	<p>A draft action plan / timetable of service reviews has been provided to the Trade Unions as part of the agreement to the current dispute. Work is progressing, including the Cleansing Review, Indoor Leisure Multi Skilled Leisure Attendants and Planning staff changing from NICS to NMDDC terms and conditions.</p> <p>Service areas and HR continue to work together to ensure resources are appropriately directed to undertake the work required for Service/Structure Reviews.</p>

NMDDC SE Risk Register Cover Sheet - Sept 2025

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

Sustainability and Environment

18/09/2025 18:19:57

Risk 01. Failure to deliver operational services

Consequence	5		T	R	G		Risk Categories Business operational/reputational Impact on individuals (staff or public) Quality of Service Statutory Duty (Legal/Regulatory) Risk Description Failure to deliver operational services Potential Root Cause Difficulty in recruiting, including seasonal staff The use of temporary contracts/agency makes it difficult to attract, recruit and retain employees Levels of absenteeism especially long term sick Legacy working arrangements and operating procedures Trade Union industrial actions Carry over of annual leave into 2025-26 will have an impact on service provision Adverse weather conditions. Consequence Health and safety risks Increase in Council complaints Staff shortages reduce service provision Services not operating effectively Reputational damage Risk Owners Sinead Murphy; Conor Sage; Sinead Trainor Gross/Inherent Risk Red 20 Residual Risk Amber 15 Target Risk Level Yellow 10
	4						
	3						
	2						
	1						
		1	2	3	4	5	
Probability							Last Review 18/09/2025 Next Review 18/12/2025 Risk Appetite Risk Averse

Objectives

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

Key Controls Identified

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

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

Risk 02. Failure to provide/maintain a compliant fleet

Consequence	5		T	R	G		Risk Categories Buildings / Engineering / Environment Quality of Service Statutory Duty (Legal/Regulatory) Risk Description Failure to maintain a modern, legislatively compliant (Operators Licence) and reliable fleet Potential Root Cause Failure to comply with operators licence. Failure to review, implement and comply with fleet policies and procedures. Failure to implement a vehicle replacement programme Challenge of transitioning to a green fleet. Failure to update insurance on changes to fleet including hire. Delivery times of vehicles due to global supply issue Consequence Loss of operators license / financial penalties of breaching the operators license. Reputational damage for the Council. Failure to deliver operational services Breach in health and safety. Risk Owners Sinead Murphy; Conor Sage Gross/Inherent Risk Red 20 Residual Risk Amber 15 Target Risk Level Yellow 10	
	4							Last Review 18/09/2025 Next Review 18/12/2025 Risk Appetite Risk Averse
	3							
	2							
	1							
		1	2	3	4	5		
Probability								

Objectives

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

Key Controls Identified

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

Action Plans

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

Risk 03. Lack of burial capacity at Council Cemeteries

Consequence	5	T	R		G		Risk Categories Buildings / Engineering / Environment Business operational/reputational Impact on individuals (staff or public) Risk Description Lack of burial capacity at Cemeteries Potential Root Cause Existing cemeteries running out of burial space. Consequence An essential service not being provided to the public. Reputational damage. Negative impact on local community. Risk Owners Conor Sage Gross/Inherent Risk Red 20 Residual Risk Yellow 10 Target Risk Level Green 5			Last Review 18/09/2025 Next Review 18/12/2025 Risk Appetite Risk Averse
	4									
	3									
	2									
	1									
		1	2	3	4	5				
Probability										

Objectives

Key Controls Identified

- Cemetery records management
- Council burial procedures
- Ongoing Review of cemetery capacity throughout the District

Action Plans

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

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

Consequence	5		T		R	G	Risk Categories Business operational/reputational Financial Impact on individuals (staff or public) Risk Description Failure to comply with relevant statutory and legislative requirements which the SE Directorate is responsible for (Remedials for Fire Risk Assessments/Legionella/Asbestos). Potential Root Cause Lack of adherence to Council policy and procedures, including training. Controls not being implemented for Legionella / Asbestos or Remedials for Fire Risk Assessments. Failure to comply with Council policies. Remedials for Fire Risk Assessments of Council buildings not being undertaken. Consequence Injury/death to staff or public. Damage to the Council reputation. Increased insurance premiums. Breach in legislation and compliance. Risk Owners Sinead Murphy; Conor Sage Gross/Inherent Risk Red 25 Residual Risk Red 20 Target Risk Level Yellow 10	Last Review 18/09/2025 Next Review 18/12/2025 Risk Appetite Risk Averse	
	4								
	3								
	2								
	1								
		1	2	3	4	5			
Probability									

Objectives Embed and align the new functions and services within the S&E Directorate structure and across Council. Review and tran	Key Controls Identified 1. Asbestos Policy and Management Plan 1. Fire Safety Policy and Management Plan 1. Legionella Policy and Management Plan 1. Portable Electrical Appliances Policy and procedure 1. Technical Compliance Officer in place 2. Regular reporting to the Estates & Facilities Steering Group, Health and Safety Committee, Audit Committee and SMT
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Action Plans

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

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

Consequence	5					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. Potential Root Cause Over reliance on reactive maintenance and contractors. Inadequate funding. Lack of inspections and documentation records. Reactive / forward planning split imbalanced Consequence H&S implications. Negative PR for the Council and reputational damage. Closure of buildings and facilities. Legal liabilities. Increased costs. Reactive and inefficient service provision. Failure to progress sustainable solution/option Risk Owners Sinead Murphy; Conor Sage Gross/Inherent Risk Amber 16 Residual Risk Amber 12 Target Risk Level Yellow 8
	4		T	R	G	
	3					
	2					
	1					
		1	2	3	4	5
Probability						
						Last Review 18/09/2025 Next Review 18/12/2025 Risk Appetite Risk Averse

Objectives

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

Key Controls Identified

- 1. Property Maintenance Strategy to be developed
- Sustainability management structure in place

Action Plans

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

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

Consequence	5		T		R	G	Risk Categories	Buildings / Engineering / Environment Financial Impact on individuals (staff or public)			
	4						Risk Description	Failure to procure and manage contracts in line with the Council's procurement procedures.			
	3						Potential Root Cause	Insufficient and inadequate resources within the Directorate to purchase and manage Contracts Procurement Policy and procedures require review and update Lack of experience, training and awareness. Capacity of the Procurement Team to support the Directorate Lack of forward planning and appropriate management controls. Lack of timely reviews of contracts. Lack of ongoing Contract Management			
	2										
	1										
		1	2	3	4	5	Consequence	Delay in meeting project deadlines Financial impact Impact on customer satisfaction through delayed service delivery. Risk of litigation. Failure to comply with the corporate Procurement Policy. Managing conflicting demands.			
Probability							Risk Owners	Sinead Murphy; Conor Sage; Sinead Trainor			
							Gross/Inherent Risk	Red 25	Last Review	18/09/2025	
							Residual Risk	Red 20	Next Review	18/12/2025	
							Target Risk Level	Yellow 10	Risk Appetite	Risk Averse	

Objectives

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

Key Controls Identified

Approved DAC's in place to cover any out of contract situations.
 Governance and Procurement training delivered to staff (including Contract Management).
 Manage Procurement Schedule to maintain compliance
 Procurement Policy and Procedures
 Sustainability and Environment Procurement Action Plan

Action Plans

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