



September 8th, 2023

To: Chairman, Alderman O Gawith

Vice-Chairman, Councillor A Ewing

Aldermen A G Ewart MBE, M Guy and H Legge

Councillors T Beckett, P Burke, R Carlin, K Dickson, N Eaton, A Givan, B Higginson, C Kemp, U Mackin and The Hon N Trimble

Ex-Officio

The Right Worshipful The Mayor, Councillor A Gowan

Deputy Mayor, Councillor G McCleave

Notice of Meeting

A meeting of the **Corporate Services Committee** will be held on **Wednesday, 13th September 2023 at 6:30 pm** for the transaction of the undernoted Agenda. Members are requested to attend..

A hot meal shall be available in Lighters Restaurant from **5.45 pm.**

David Burns, Chief Executive, Lisburn & Castlereagh City Council

Agenda

1.0 APOLOGIES

2.0 DECLARATIONS OF MEMBERS' INTERESTS

- (i) Conflict of Interest on any matter before the Meeting (Member to confirm the specific item).
- (ii) Pecuniary and Non-Pecuniary Interest (Member to complete the Disclosure of Interest form).

📎 *Disclosure of Interests form.pdf*

Not included

3.0 REPORT OF DIRECTOR OF FINANCE & CORPORATE SERVICES

3.1 Notice of Motion - Support of the LGBTQ+ Community in Lisburn & Castlereagh City Council - FOR DECISION

📎 *CSC Report LGBTQ Notice of Motion.pdf*

Page 1

📎 *LGBT Motion.pdf*

Page 3

3.2 National Association of Councillors (NAC) Constitution - FOR DECISION

📎 *CSC Report - NAC Constitution.pdf*

Page 4

📎 *Appendix 1a Email from NAC re Revised Constitution.pdf*

Page 6

📎 *Appendix 1b NAC Draft Constitution Revised Report.pdf*

Page 7

📎 *Appendix 2 NAC Constitution Sept 2016.pdf*

Page 12

📎 *App 3 - NAC Letter dated 25 July 2023.pdf*

Page 15

📎 *App 4 - NAC Audited Accounts Statment.pdf*

Page 16

4.0 REPORT OF CHIEF EXECUTIVE

4.1 Annual Somme Pilgrimage - FOR DECISION

📎 *CSC Report - Somme Pilgrimage 2023-25.pdf*

Page 17

📎 *Appendix 1 - Somme 2023 Highlight Report.pdf*

Page 19

5.0 DIRECTOR OF ORGANISATION DEVELOPMENT &

INNOVATION

5.1 Departmental Plans - FOR DECISION

[!\[\]\(c507f772dba2b921f86777f01218e570_img.jpg\) *CSC Report _Cttee_Dir_ODI_Dept_Plans_Sept_23.pdf*](#) *Page 27*

[!\[\]\(4729e517bc6a7cd81c8025b9646574fb_img.jpg\) *Combined Department Business Plan.pdf*](#) *Page 29*

6.0 REPORT OF HEAD OF CORPORATE COMMUNICATIONS & ADMINISTRATION

6.1 Royal British Legion Festival of Remembrance 2023 - FOR DECISION

[!\[\]\(cbe2492b119e39e02a1dab2af4a4b296_img.jpg\) *CSC Sept 23 - Festival of Remembrance.pdf*](#) *Page 62*

[!\[\]\(e474458956c9a37fbf9586ddb60a7fa1_img.jpg\) *Appendix 1 - Letter from RBL Festival of Remembrance.pdf*](#) *Page 64*

6.2 Anniversary of the Greenfinches - FOR DECISION

[!\[\]\(5361750c22c4e047a52f4eac1ec2d4cc_img.jpg\) *CSC Report Greenfinches Anniversary 2023.pdf*](#) *Page 66*

6.3 Lisburn War Memorial - 100 Year Anniversary - FOR DECISION

[!\[\]\(4fe57c3593bf1b21d272ae7ac8dfaf77_img.jpg\) *CSC Report Lisburn War Memorial.pdf*](#) *Page 68*

7.0 REPORT OF HEAD OF HUMAN RESOURCES AND ORGANISATION DEVELOPMENT

7.1 Workforce Reports - FOR NOTING

[!\[\]\(7d1d6890825e83a6a4a51febe2dcc7f3_img.jpg\) *CSC Report - Workforce Reports - September 2023.pdf*](#) *Page 70*

[!\[\]\(2bae76de5ebbd5c4d7d47162f1673734_img.jpg\) *Attendance Management Analysis for Qtr 1 - June 2023.pdf*](#) *Page 72*

[!\[\]\(b64b40baaee5acddc1eab8538ba84754_img.jpg\) *Recruitment Committee Report - Advert Selection \(2\).pdf*](#) *Page 81*

[!\[\]\(84f47badaad7772cd95667a7c387a639_img.jpg\) *Recruitment Committee Report 2 - Appointments \(2\).pdf*](#) *Page 82*

[!\[\]\(28f72b996fc97883dfd9d4e8b1b16b4e_img.jpg\) *Copy of Updated Appendix Profile working 01 08 2023.pdf*](#) *Page 83*

8.0 REPORT OF HEAD OF FINANCE

8.1 Local Government Staff Commission - FOR DECISION

[!\[\]\(c15650232aa6660c9deb34f3b82dcb72_img.jpg\) *CSC Report - LGSC update.pdf*](#) *Page 84*

[!\[\]\(1ed10657a19f9137278430c48fd18626_img.jpg\) *Letter to Cara McCrory 30 June 2023.pdf*](#) *Page 86*

8.2 Estimates 2024/2025 - Schedule of Meetings - FOR DECISION

📄 *CSC Report - Estimates Timetable.pdf*

Page 101

📄 *Proposed Programme for the Striking of a District Rate for Financial Year Commencing 1 April 2024.pdf*

Page 102

9.0 CONFIDENTIAL REPORT FROM DIRECTOR OF FINANCE & CORPORATE SERVICES

9.1 Tender Awards - FOR NOTING

Confidential for reason of information relating to the financial or business affairs of any particular person (including the Council holding that information).

9.2 Photography Services Contract - FOR DECISION

Confidential for reason of information relating to the financial or business affairs of any particular person (including the Council holding that information).

9.3 Graphic Design Services - FOR DECISION

Confidential for reason of information relating to the financial or business affairs of any particular person (including the Council holding that information).

9.4 Hybrid Working - FOR DECISION

Confidential for reason of information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Council or a Government Department and employees of, or office holders under, the Council.

9.5 Employment Matter - FOR DECISION

Confidential for reason of information (i) relating to any individual; (ii) which is likely to reveal the identity of an individual; and (iii) relating to the financial or business affairs of any particular person (including the Council holding that information).

9.6 Management Accounts Period 4 - FOR NOTING

Confidential for reason of information relating to the financial or business affairs of any particular person (including the Council holding that information).

9.7 Quarterly Finance Reports - FOR NOTING

Confidential for reason of information relating to the financial or business affairs of any particular person (including the Council holding that information).

10.0 ANY OTHER BUSINESS



Committee:	Corporate Services Committee
Date:	13 th September 2023
Report from:	Director of Finance & Corporate Services

Item for:	Decision
Subject:	Notice of Motion - Support of the LGBTQ+ Community in LCCC

1.0	<u>Background and Key Issues</u>
1.1	Members are reminded that the following Notice of Motion, in the name of Councillor Daniel Bassett was referred to the Corporate Services Committee from the meeting of Council held on the 22 August 2023 (see Appendix).
1.2	<p>“This council recognises the significance of inclusivity and diversity within our community. This motion seeks to demonstrate our council's dedication to creating an inclusive environment for all residents, regardless of sexual orientation, gender identity, or expression.</p> <p>Motion: We propose that the Lisburn and Castlereagh City Council:</p> <ul style="list-style-type: none"> - Strongly condemns all forms of discrimination based on sexual orientation, gender identity, or expression, advocating for policies that safeguard LGBTQ+ rights in housing, education, employment and healthcare. - Commits to enhancing awareness and understanding of LGBTQ+ issues among Council members, staff, and the wider community through education and sensitivity training. - Supports initiatives that provide safe spaces, counselling and support services for LGBTQ+ youth to combat bullying, harassment, and mental health challenges. - Actively participates in local Pride events to demonstrate the Council’s visible support for the LGBTQ+ community and identifies areas to display LGBTQ+ pride symbols in appropriate public spaces. - Seeks collaboration with local LGBTQ+ organisations and community groups to better comprehend their needs and explore joint projects that celebrate diversity and inclusivity. <p>By adopting this motion, we reaffirm our council's dedication to promoting equality and inclusivity, with the aim of nurturing a more cohesive community that values its diverse members.”</p>
2.0	<u>Recommendation</u> It is recommended that the Notice of Motion regarding support of the LGBTQ+ Community in LCCC be considered.
3.0	<u>Finance and Resource Implications</u> N/A
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>

4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out	N/A
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.	N/A

Appendices:	Notice of Motion - Support of the LGBTQ+ Community in LCCC
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Motion in Support of the LGBTQ+ Community in LCCC

This council recognises the significance of inclusivity and diversity within our community. This motion seeks to demonstrate our council's dedication to creating an inclusive environment for all residents, regardless of sexual orientation, gender identity, or expression.

Motion:

We propose that the Lisburn and Castlereagh City Council:

- Strongly condemns all forms of discrimination based on sexual orientation, gender identity, or expression, advocating for policies that safeguard LGBTQ+ rights in housing, education, employment, and healthcare.
- Commits to enhancing awareness and understanding of LGBTQ+ issues among council members, staff, and the wider community through education and sensitivity training.
- Supports initiatives that provide safe spaces, counselling, and support services for LGBTQ+ youth to combat bullying, harassment, and mental health challenges.
- Actively participates in local Pride events to demonstrate the council's visible support for the LGBTQ+ community and identifies areas to display LGBTQ+ pride symbols in appropriate public spaces.
- Seeks collaboration with local LGBTQ+ organizations and community groups to better comprehend their needs and explore joint projects that celebrate diversity and inclusivity.

By adopting this motion, we reaffirm our council's dedication to promoting equality and inclusivity, with the aim of nurturing a more cohesive community that values its diverse members.

Proposed by: Cllr Daniel Bassett

Committee:	Corporate Services Committee
Date:	13 th September 2023
Report from:	Director of Finance & Corporate Services

Item for:	Decision
Subject:	National Association of Councillors (NAC) Constitution

1.0	<u>Background and Key Issues</u>	
1.1	At Corporate Services Committee in June 2023, Members agreed that Council write to NAC stating that the Council is content to approve their new constitution, subject to acknowledgement by NAC that they would ensure appropriate financial governance arrangements are in place to minimise the financial burden on the Council on dissolution and this may include the establishment of a reserve to build up costs to deal with such circumstances. A copy of the correspondence is attached at Appendix 1. The correspondence details a revised Constitution (previously updated in 2016). For ease of reference, a copy of the 2016 NAC Constitution is included in Appendix 2.	
1.2	A response has been received from the NAC (attached at Appendix 3) along with a copy of the latest audited financial statement relating to the years ending 2020/21 and 2021/22 (attached at Appendix 4).	
2.0	<u>Recommendation</u>	
	It is recommended that Members note the correspondence and approve the proposed changes to the NAC Constitution.	
3.0	<u>Finance and Resource Implications</u>	
	Potential commitment of £2k.	
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out	N/A
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out.	N/A

Appendices:

Appendix 1 – Copy of correspondence dated 22nd March 2023 from NAC, including the revised Constitution.

Appendix 2 – NAC Constitution reviewed and updated 2016.

Appendix 3 – Copy of correspondence dated 25 July 2023 from NAC.

Appendix 4 - Audited financial statement relating to the years ending 2020/21 and 2021/22

From: NAC NI [<mailto:office@nac-ni.org>]

Sent: 22 March 2023 11:52

To: Adrian McCreesh <chief.executive@midulstercouncil.org>; Alison McCullagh <alison.mccullagh@fermanaghomagh.com>; Anne Donaghy <anne.donaghy@midandeastantrim.gov.uk>; BCC Chief Executive's Office <officeofthechiefexecutive@belfastcity.gov.uk>; David Burns <David.Burns@lisburncastlereagh.gov.uk>; David Jackson <david.jackson@causewaycoastandglens.gov.uk>; Jacqui Dixon <jacqui.dixon@antrimandnewtownabbey.gov.uk>; John Kelpie <john.kelpie@derrystرابane.com>; Marie Ward <marie.ward@nmandd.org>; Roger Wilson <roger.wilson@armaghbanbridgecraigavon.gov.uk>; Stephen Reid <stephen.reid@ardsandnorthdown.gov.uk>

Subject: NAC NI Region Constitution

Dear Sir or Madam

I am writing on behalf of the National Association of Councillors (NAC), NI Region in relation to their revised Constitution as per the attached Draft.

I would be grateful if you could table this document at your next appropriate or full council meeting.

Any comments can be sent by email to: office@nac-ni.org no later than Friday 28th April 2023.

Yours sincerely

Clr Joe Boyle
SECRETARY

NATIONAL ASSOCIATION OF COUNCILLORS
Northern Ireland Region

Office: 028 9181 9413

Mobile:

Email: office@nac-ni.org

Web: <http://nac-ni.org/>

Sketrick House - Jubilee Road - Newtownards BT23 4YH

1. Name

The name of the Association shall be The National Association of Councillors Northern Ireland Region herein referred to as the Association.

Mission Statement: -

The Association strives for the better governance of local communities within Northern Ireland by seeking to ensure that those who are elected to serve to the office of councillor are equipped, to the greatest possible extent, to discharge the many and varied responsibilities falling upon them.

2. Aims and Objectives

- To promote & represent civic leadership.
- To extend and strengthen the links between all Local Authorities, and to enhance friendship and co-operation.
- To address and understand matters of common and mutual interest.
- To facilitate the coming together of members on a regular basis.
- To promote equality of opportunity, combat discrimination and embrace diversity in both the work of the Association and its membership.
- To provide a forum for members to research, discuss and progress issues and a means whereby joint views may be formulated and expressed.
- To identify training needs of members, and solutions.
- To provide information on the Association to members, to ensure that they are afforded the opportunity to contribute to the Association's activities and to the development of policies.
- To promote the policies of the Association by providing information to local authorities, bodies representing local government, the public, the media, and outside organisations.
- To promote the status of members and to ensure adequate remuneration, pension rights and working conditions.
- To advocate measures which will remove barriers to serve as a councillor and encourage a diversity of candidates standing for election.
- To actively take part in consultations with the NI Assembly, when required.
- To maintain and develop the Association on a structured basis.
- To appoint elected representatives and officers, as appropriate.
- To develop relations with other organisations and bodies, as appropriate.

3. Membership

Membership shall be open to all councils in Northern Ireland as corporate members. Each council shall appoint 8 delegates to attend NAC Member's Meetings. All delegates shall have voting rights.

4. Executive Committee

An Executive Committee shall be elected, in accordance with item 16, at the AGM and drawn from members who have been appointed by their council.

The Executive Committee shall conduct the ordinary business of the Association and meet on the first Monday of each month, unless agreed to postpone to a later date for a specific reason.

All meetings of the Executive Committee shall be summoned by not less than 4 days' notice in writing, or by email, specifying the business to be conducted there-at, save that, in the case of business which the chair of the meeting deems to be of urgent nature, any such business may be included on the agenda at any time prior to the commencement of the meeting.

A quorum of 2 Executive Committee members may summon an emergency meeting with 24 hours prior notice, this would be coordinated by the secretary who will contact each member of the Executive Committee with the meeting details, either orally or electronically. The quorum for an emergency meeting will be 5 Executive Committee members, preferably cross-party.

Chair

A Chair shall be elected at the AGM of the Association, in accordance with the party rotation formula at item 5 and serve for 2 years. Should the position fall vacant, a replacement shall be made by the party which held the position. Should the chair no longer be a member of the party holding the position, allocated in accordance with the rotation formula at item 5, the position shall automatically be declared vacant, and a replacement shall be made by the party.

Senior Vice Chair and Junior Vice Chair

A Senior and a Junior Vice Chair shall be elected at the AGM of the Association, in accordance with the party rotation formula at item 5 and serve for 2 years. Should either position fall vacant, a replacement shall be made by the party which held the position. Should either no longer be a member of the party holding the position the position shall automatically be declared vacant and a replacement shall be made by the party.

Secretary

A Secretary shall be elected every 2 years at the AGM of the Association. If the position falls vacant during the year, a replacement shall be made by the Executive Committee. The secretary of the Association will be the designated accounting officer, and the line manager for staff.

Treasurer

A Treasurer shall be elected every 2 years at the AGM of the Association. If the position falls vacant during the year, a replacement shall be made by the Executive Committee.

Women's Representative

A Women's Representative shall be elected every year at the AGM of the Association, in accordance with the party rotation formula at item 5 and serve for 1 year. Should the position fall vacant, a replacement shall be made by the party which held the position. Should the Women's Representative no longer be a member of the party holding the position the position shall automatically be declared vacant and a replacement shall be made by the party. If no nominations are made the position will remain vacant.

Other Executive Committee Members

- All parties represented in a NI council may appoint one other member to the Executive Committee at each AGM, provided the party has a member nominated by a council as a delegate. If no nominations are made the position will remain vacant.
- If a position falls vacant during the year, a replacement shall be from the party holding that position. If no nominations are made the position will remain vacant.
- If an Executive Committee member leaves the party they represent, the position shall be declared vacant, and a replacement shall be made from the party's members. If no nominations are made the position will remain vacant.
- Any individual elected as an Independent, and nominated by a council, may be appointed to the Executive Committee. If no nominations are made the position will remain vacant.
- If more than one Independent is nominated by council(s) they shall agree the one appointment to the Executive Committee.
- A member no longer in a party, after an election, shall not be regarded as an Independent for the Independent Executive Committee position.

5. Party Rotation for election of Officers and Women's Representative

The positions of Chair, Senior Vice Chair, Junior Vice Chair, Women's Representative, UK Executive Member nominee and appointments to other bodies shall follow the rotation.

DUP ~ SDLP ~ APNI ~ SF ~ UUP

The rotation cycle shall continue from one council term to the next and altered with any additional political party representation to the Executive Committee.

6. Co-option Policy

The Executive Committee may co-opt an elected member(s) with specific skills/knowledge to assist the NAC - there will be no voting, proposing or seconding rights.

7. Honoraria

The Chair, Secretary and Treasurer shall be paid an honorarium monthly in arrears, amounts to be determined by the Executive Committee at the first meeting following an AGM.

8. NAC UK Executive Committee

Executive Committee members are eligible for election to the NAC UK Executive following nomination by the Executive Committee. Nominations shall be made in accordance with the party rotation formula at item 5.

9. Appointment to Other Bodies

Nominations shall be made in accordance with the party rotation formula at item 5.

10. Finances

The financial affairs of the Association shall be conducted under the financial regulations agreed by the Executive Committee and approved by full membership.

11. Subscriptions

The Association shall decide the rate of subscriptions at the AGM each year. Subscriptions shall be due before the 1 September each year.

12. Financial Year

The financial year of the Association shall end on 31 July each year.

13. Audit

The accounts of the Association shall be subject to an independent examination at the end of the financial year.

14. Notice of Meetings

A notice of an Annual General, an Extra-ordinary General Meeting or a Special Meeting shall be issued giving 7 days' notice. Meetings may be held by way of a virtual meeting due to a time of national emergency, such as a pandemic, or other event, which involves the application of social distancing.

15. Annual General Meeting

The Annual General Meeting (AGM) will be open to all members of the Association and shall be held each year in the month of October, at such place and at such time as may be determined by the Executive Committee. If, due to a time of national emergency, such as a pandemic or other event, the Executive Committee may vary the month to hold the AGM.

16. Procedure at the AGM

- To receive the Minutes of the previous AGM.
- To receive a Report from the Secretary on activities of the Association during the preceding year.

-
- To receive a Balance Sheet and Audited Statement of Accounts for the preceding financial year.
 - Bi-Annually elect a Chairman, a Senior Vice Chair, and a Junior Vice Chair.
 - Bi-annually elect a Secretary.
 - Bi-annually elect a Treasurer.
 - Every year to elect other members of the Executive Committee in accordance with item 5.
 - To deal with resolutions, showing the name of the Mover and Seconder and having been notified in writing to the Secretary 28 days prior to the AGM.
 - No other resolution, other than Motions of Procedure shall be permitted.
 - Voting at an Annual General, an Extra-ordinary General Meeting or a Special Meeting shall be restricted to the delegates nominated by their council.

17. Extra-ordinary General Meeting

An Extra-Ordinary General Meeting shall be called by the Executive Committee upon a written request from 5 Members and shall be held with 21 days from receipt of the request.

18. Special General Meetings

The Executive Committee may call a Special General Meeting if required to do so.

19. Quorum

The Quorum of an Annual General Meetings, an Extra-ordinary Meeting and a Special Meeting shall be 15 Members. Where a quorum has not been reached before 15 minutes of the scheduled start time the meeting shall not be held, and a further meeting shall be called within 21 days.

20. Termination of Membership

Membership of the Association shall cease where a council's subscription is 6 months overdue.

21. Dissolution

If at a meeting of the full membership, called for this purpose, a motion for the dissolution of the Association shall be passed by at least two thirds of Members, where at least 7 councils are represented at the meeting, the NAC Executive, and up to 2 appointed Senior Officers from 2 councils shall realise the assets and pay the liabilities of the Association as a Dissolution Group. The Group shall make arrangements whereby they shall distribute or discharge the Association's net assets or liabilities. Any remaining property or money shall be distributed in equal share to the 11 councils. Any outstanding balance shall be met by the 11 councils and administered by the Group.

22. Amendments to the Constitution

This Constitution may be amended at any time by the Association on the recommendation of the Executive Committee, if the recommendation is passed by at least two-thirds of the representatives present and voting at the quorate meeting of the Association.

NATIONAL ASSOCIATION OF COUNCILLORS NORTHERN IRELAND REGION

CONSTITUTION

1. Name

The name of the Association shall be Association of Councillors Northern Ireland Region herein referred to as the Association.

2.1 Membership

Membership shall be open to all Councils in Northern Ireland as Corporate Members. Each Council shall appoint 8 members to attend Association Meetings and have full voting rights.

2.2 Honorary Membership

Honorary Membership shall be open to persons who, by virtue of their services to the Association, are agreed by the Executive Committee.

3.1 Chairman and Vice Chairmen

The Chair and Vice Chairmen shall be elected every two years at the AGM of the Association.

3.2 Secretary

The Secretary shall be elected every two years at the AGM of the Association.

3.3 Treasurer

The Treasurer shall be elected every two years at the AGM of the Association.

4.1 Committee

Eight other members of the Executive Committee shall be appointed at each AGM.

4.2 The Executive Committee shall be drawn from members who have been appointed by their Council to attend as members with rights to vote at General and Annual General Meetings

4.3 Female members may nominate a women's representative to sit on the Executive Committee on an annual basis. This position is to be rotated between parties and filled by a Council nominated member in an equal way and ratified by the full membership.

4.4 NAC UK Executive Committee

Executive Committee members are eligible for election to the NAC UK Executive. The Executive Committee can ratify or not ratify those EC members standing for election as well as those EC members duly elected.

5.1 Finances and Subscriptions

The financial affairs of the Association shall be conducted under the financial regulations agreed by the Executive Committee and approved by full membership.

5.2 Subscriptions

The Association shall decide the rate of subscriptions at the AGM each year.

5.3 Subscriptions shall be due before the 1st September each year.

5.4 Financial Year

The financial year of the Association shall end on 31st July each year.

5.5 Audit

The accounts of the Association shall be subject to an independent examination at the end of the financial year.

6. Annual General Meeting

6.1 The Annual General Meeting will be open to all Members of the Association.

To receive the Minutes of the previous Annual General Meeting.

To receive a Report from the Secretary on activities of the Association during the preceding year.

To receive a Balance Sheet and Audited Statement of Accounts for the preceding financial year.

Every two years, to elect a Chairman.

Every two years, to elect Vice Chairmen.

Every two years, to elect a Secretary.

Every two years, to elect a Treasurer.

Each year, to elect eight other members of the Executive Committee.

To deal with appropriate resolutions having been notified to the Secretary 28 days prior to the AGM with the name of the Mover and Seconder in writing.

No other resolution, other than Motions of Procedure shall be permitted.

Only 8 delegates per Council will be allowed to vote. (Those delegates nominated by their Council).

6.2 Extra-ordinary General Meeting

An extra-ordinary general meeting may be called by the Executive upon a written request from 5 cooperative members, 14 days notice shall be given to all Members.

6.3 Special General Meetings

The Executive Committee may at 7 days notice call a special general meeting.

6.4 Quorum

The Quorum of all general meetings shall be 20 Members.

7. Termination of Membership

Membership of the Association shall cease where subscriptions are 6 months overdue.

(Clause 5.5 of Constitution amended in September 2016)

Party rotation for election of Officers and Women's Representative

DUP
SDLP
ALLIANCE
SF
UUP



National Association of Councillors
Northern Ireland Region

25 July 2023

Ms Cara McCrory
Director of Finance & Corporate Services
Lisburn & Castlereagh City Council
Civic Headquarters Lagan Valley Island
Lisburn
BT27 4RL

By email to: Cara.McCrory@lisburncastlereagh.gov.uk

Dear Ms McCrory

Re: National Association of Councillors NI (NAC) Revised Constitution

I am writing in response to the letter that you sent to the NAC Secretary, Councillor Joe Boyle, dated 28 June 2023.

In my position as interim Treasurer of the NAC, I have attached a copy of the latest audited financial statement which relates to year's ending July 2020/21 and 2021/22, as requested.

I trust that this will meet your requirements and will allow Lisburn & Castlereagh City Council to confirm approval of the NAC NI Revised Constitution. However, if you would like any further details, please do not hesitate to contact me.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Billy Webb'.

Councillor Billy Webb
Treasurer
National Association of Councillors
NI Region

Enc



NAC Northern Ireland

Statement of Accounts

For the year ending 31st July 2022

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	2020/2021	2021/2022
Revenue		
Membership fees	£ 39,000.00	£ 35,720.00
Dept for Economy & Dept of Finance - COVID-19 Small Business Grant	£ 5,000.00	£ -
Bank Interest received	£ 25.43	£ 20.96
Miscellaneous receipt (paid in error and refunded on 02/08/21 Chq 1162)	£ 564.00	-£ 564.00
Miscellaneous receipt (paid in error to be refunded)		£ 3,036.00
Total revenue	£ 44,589.43	£ 38,212.96
Expenses		
Honorariums		
Officers Honorariums	£ 10,000.00	£ 11,914.30
Officers Mileage, Subsistence and Telephone	£ 530.61	£ 435.00
Sub Total	£ 10,530.61	£ 12,349.30
NAC Office		
Office running costs	£ 5,055.69	£ 5,459.15
Administration Salary, PAYE & Payroll Services	£ 12,137.60	£ 10,211.56
Sub Total	£ 17,193.29	£ 15,670.71
General Expenses	£ 11,206.28	£ 10,995.06
which include inter alia		
NAC UK affiliation fee 2020/21 & 2021/22	£ 8,600.00	-
Website	£ 500.00	£ 520.00
Bank charges	£ 37.56	£ 86.38
AGM	£ 635.00	£ 2,469.25
Awards Sponsorship	£ -	£ 500.00
Meetings/Refreshments	£ 700.94	£ 4,177.21
Flights		£ 386.88
AVC streaming package		£ 1,670.00
Total Expenses	£ 38,930.18	£ 39,015.07
Surplus / (deficit)	£ 5,659.25	-£ 802.11
Opening Bank balances		
Ulster Bank Business Reserve Account	£ 371.21	
Bank of Ireland Premium Business Reserve Account	£ 41,383.38	
Ulster Bank Business Current Account	£ 55,120.68	
Closing bank balances		
Ulster Bank Business Reserve Account		£ 371.37
Bank of Ireland Premium Business Reserve Account		£ 41,404.18
Ulster Bank Business Current Account		£ 54,297.61
Total Assets	£ 96,875.27	£ 96,073.16

Alderman Angus Carson, Treasurer

Accountant's certification

I can confirm for the year ended 31 July 2022 the above Income And Expenditure account is an accurate reflection of the underlying receipts and records.

H Young Accountants Ltd
 41 Gregstown Park
 Newtownards
 Co Down
 BT23 8GW
 Date 4 October 2022

Committee:	Corporate Services Committee
Date:	13 th September 2023
Report from:	Chief Executive

Item for:	Decision
Subject:	Annual Somme Pilgrimage

1.0	<u>Background and Key Issues</u>									
1.1	<p>2023 Somme Pilgrimage At the Corporate Services Committee Meeting held on 14 December 2022 it was agreed that the Mayor of the Day, the Chairperson of Corporate Services and the Chief Executive or their nominee attends the 2023 Somme Pilgrimage.</p>									
1.2	Attached at Appendix 1 is a highlight report following the trip in July 2023.									
1.3	<p>Future Somme Pilgrimages It was further agreed at the December 2022 meeting that attendance at the Somme for the remaining years of the new Council term (ie 2024, 2025 and 2026) be considered at the September meeting of the Corporate Services Committee.</p>									
1.4	The following proposals are presented for consideration:									
	<table border="1"> <thead> <tr> <th>Option 1</th> <th>Option 2</th> <th>Option 3 – agreed option for the 2023 trip</th> </tr> </thead> <tbody> <tr> <td> Allow provision for up to 8 Members (plus 2 supporting officers) This is consistent with previous arrangements (agreed in Jan 2015) where each Member would have the option to attend on one occasion during the Council term with up to a maximum of 8 Members per trip. </td> <td> 5 attendees (Mayor of the Day, the Chair of Corporate Services Committee and the Chief Executive or his nominee as the lead officer) Plus, up to 2 Members who have not previously represented the Council at the Somme, thereby keeping to 1 vehicle. </td> <td> 3 attendees (Mayor of the Day, the Chair of Corporate Services Committee and the Chief Executive or his nominee as the lead officer) </td> </tr> <tr> <td>Projected costs £10,000</td> <td>Projected costs £5,000</td> <td>Projected costs £3,000</td> </tr> </tbody> </table>	Option 1	Option 2	Option 3 – agreed option for the 2023 trip	Allow provision for up to 8 Members (plus 2 supporting officers) This is consistent with previous arrangements (agreed in Jan 2015) where each Member would have the option to attend on one occasion during the Council term with up to a maximum of 8 Members per trip.	5 attendees (Mayor of the Day, the Chair of Corporate Services Committee and the Chief Executive or his nominee as the lead officer) Plus, up to 2 Members who have not previously represented the Council at the Somme, thereby keeping to 1 vehicle.	3 attendees (Mayor of the Day, the Chair of Corporate Services Committee and the Chief Executive or his nominee as the lead officer)	Projected costs £10,000	Projected costs £5,000	Projected costs £3,000
Option 1	Option 2	Option 3 – agreed option for the 2023 trip								
Allow provision for up to 8 Members (plus 2 supporting officers) This is consistent with previous arrangements (agreed in Jan 2015) where each Member would have the option to attend on one occasion during the Council term with up to a maximum of 8 Members per trip.	5 attendees (Mayor of the Day, the Chair of Corporate Services Committee and the Chief Executive or his nominee as the lead officer) Plus, up to 2 Members who have not previously represented the Council at the Somme, thereby keeping to 1 vehicle.	3 attendees (Mayor of the Day, the Chair of Corporate Services Committee and the Chief Executive or his nominee as the lead officer)								
Projected costs £10,000	Projected costs £5,000	Projected costs £3,000								

1.5	Should the Committee recommend option 3, vacant seats in the vehicle could be occupied by paying Members however, it would be inappropriate to extend this to family or friends of those attending for insurance purposes.	
1.6	Members are asked to consider these options and agree the preferred approach for the remaining years of the current Council term.	
1.7	Furthermore, a matter was raised by the delegation, relating to donations/contributions to organisations based in the Somme. These organisations provide information and services to enhance the knowledge and enjoyment of the pilgrimage. To support the delivery and sustainability of free tours at such locations in the Somme, it is proposed that the Council provides a donation of £25 per delegate in attendance and pay this retrospectively for 2023. The cost for 2023 would be £150 to cover donations to CWGC and Vimy Ridge.	
2.0	<u>Recommendation</u>	
2.1	It is recommended that Members: <ul style="list-style-type: none"> • Note the report from the Chief Executive on the 2023 Somme Pilgrimage. • Agree a preferred option for attendance at the Somme for the remaining years of the new Council term (2024, 2025 and 2026) • Agree to the £25 donation per delegate to any significant tour (in excess of 1 hour) at The Somme where there is no charge 	
3.0	<u>Finance and Resource Implications</u>	
	Provision will be made in Members' travel budget.	
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out The proposal is in accordance with agreed Council policy.	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out. The proposal will have no detrimental impact on rural needs	

Appendices:**Appendix 1** – Report from the Chief Executive of the 2023 Somme Pilgrimage

The Battle of the Somme Commemoration Visit:

29th June - 2nd July 2023

Introduction

On the morning of Thursday 29th June 2023, a delegation from Lisburn & Castlereagh City Council consisting of:

- The Mayor (Councillor Andrew Gowan), Councillor Sharon Lowry and David Burns (Chief Executive)

travelled to France to attend the 107th anniversary of the Battle of the Somme commemorations.

Each delegate was given a detailed reading guide to the locations to be visited. The brief had been prepared by Dr Ciaran Toal, Research Officer at the Irish Linen Centre & Lisburn Museum and highlighted those soldiers who gave their lives, with specific links to the Lisburn and Castlereagh area.

Thursday 29th June 2023

On arrival at Paris Charles de Gaulle Airport, the party travelled to Beaurains to a new exhibition at the Commonwealth War Graves Commission (CWGC) Visitor Centre. The CWGC maintains some 1.1m headstones across 23,000 sites worldwide. All headstones are manufactured and engraved at this facility in Beaurains and are then shipped worldwide as required. More than 440,000 British and Irish soldiers lost their lives in France during the First World War. A private tour of the facility demonstrated the subtle differences between headstone types and materials, whilst consistency existed in the engraving. All CWGC signage worldwide is also manufactured on site while the maintenance team led on fencing replacement, welding and general cemetery repairs across France.



CWGC Exhibition and Visitor Centre

Following this tour, the party travelled to Regina Trench Cemetery to visit the grave of Corporal Richard Elliott, aged 32, the Great-Grandfather of the Right Worshipful, the Mayor, Councillor Andrew Gowan. Corporal Elliott died on 1st October 1916 whilst serving in the Canadian Infantry (Quebec Regiment). Also within this cemetery was former Lisburn resident, Sergeant J Martin of the 5th Canadian Mounted Rifles. A remembrance cross was left on the graves of both men. Thereafter, the party travelled to their accommodation in the village of Peronne.



Friday 30th June 2023

The first stop of the day was the Canadian National Memorial at Vimy Ridge. The French Army suffered 150,000 casualties in several battles to try and recapture the ridge from the Germans over several years. In 1917, the task was then given to the Canadian Corps of 4 divisions, the first time that the Canadian Expeditionary Force participated in a battle together. The ridge was heavily defended by 4 divisions of the German 6th Army. Tunnels were dug by Welsh and English miners to enable the Canadian Corps to advance to the front line underground and, accompanied by a well-planned artillery barrage, the Canadians captured the ridge in a day and all their objectives in 3 days, with the loss of 3,598 soldiers killed and 7,000 wounded. An unknown number of Germans were killed and over 4,000 taken prisoner. The fierce battle became a symbol of Canadian national achievement and sacrifice. Today a 100 hectare (250 acres) portion of the battlefield (including the ridge) serves as a memorial park, staffed by Canadian students on voluntary secondments. It has one of the most impressive WW1 memorials, situated on the top of the ridge. During

WW2, Hitler gave orders that it was not to be destroyed and a German battalion were tasked to guard it.



Canadian National Memorial at Vimy Ridge

The delegation then made its way towards Ypres, Belgium, a historic city devastated during the Great War (1914-1918).

On route to Ypres, the delegation visited the Irish Peace Tower at Messines and visited the memorial to the battle, which saw the 36th (Ulster Division) and the 16th (Irish) Division fighting side by side.

The plaque at Messines reads:

“From the crest of this ridge which was the scene of the horrific carnage in the First World War on which we have built a peace park and round tower to commemorate the thousands of young men from all parts of Ireland who fought a common enemy, defended democracy and the right of all nations, whose graves are in shockingly uncountable numbers and those who have no graves, we condemn war and the futility of war. We repudiate and denounce violence, aggression, intimidation, threats and unfriendly behaviour.

As Protestants and Catholics, we apologise for the terrible deeds we have done to each other and ask forgiveness. From this sacred shrine of remembrance, where soldiers of all nationalities, creeds and political allegiances were united in death, we appeal to all people in Ireland to help build a peaceful and tolerant society. Let us

remember the solidarity and trust that developed between Protestant and Catholic soldiers when they served together in these trenches.

As we jointly mark the armistice of 11 November 1918, when the guns fell silent along this western front, we affirm that a fitting tribute to the principles for which men and women from the island of Ireland died in both World Wars would be permanent peace.”



Irish Peace Tower, Messines

From the Irish Peace Tower, the party travelled to Tyne Cot Cemetery, the largest WW1 graveyard commemorating Commonwealth forces in the world. This was particularly poignant for Councillor Sharon Lowry, whose Great, Great Uncle, Corporal Edward Barnes, 2nd Battalion Royal Irish (Ulster Division) was killed on 28th September 2018, aged 22. With no known burial site, Corporal Barnes is commemorated on the Tynecot Memorial to the Missing. The group were also able to view the names of local men, including Private Samuel Topping (Great Grandfather of former Councillor, Jenny Palmer) and Sgt Henry McVeigh. Both men were killed in August 1917 and are commemorated on the Memorial to the Missing. Private Topping, 11th Battalion Royal Irish, served with the 36th (Ulster) Division, while Derriaghy-born Sgt McVeigh served with the 16th (Irish) Division.



Tyne Cot Cemetery

The penultimate visit of the Friday was to the German cemetery of Langemark. This cemetery is maintained by the German War Graves Commission and more than 44,000 soldiers are buried here. A mass grave includes the bodies of some 24,917 soldiers.

The final visit later in the evening was to the service of commemoration at the Menin Memorial Gate, Ypres. On every day of the year, The Last Post is sounded here at 8.00 pm in honour of United Kingdom and Commonwealth personnel who fought and died in the Ypres Salient prior to August 1917. The Memorial lists 54,000 names of those who died in the Ypres Salient and have no known graves. The Menin Gate was undergoing refurbishment works, which led to some alterations to the nightly wreath laying process.



Saturday 1st July 2023

The group departed early for Martinsart where, on the evening of June 28, 1916, a few days before the commencement of the Battle of the Somme, men of the 13th Battalion of the Royal Irish Rifles were moving out of the French Village of Martinsart. Their instruction was to take up forward positions on the Somme when they were hit by a German artillery shell. Fourteen men died immediately and a further nine died in the days that followed as a result of their wounds. Of the twenty three who died, ten were from Hillsborough, eleven from Dromore and two were from Banbridge.



Martinsart Cemetery

Later that morning the delegation attended the Commonwealth Service of Remembrance at Thiepval, followed by the Northern Ireland Service of Remembrance and separately, The Victory Cross Remembrance Service at the Ulster Tower, ending the day at the Irish Service of Remembrance at Guillemont. During each of the four services the delegation laid a wreath on behalf of the people of Lisburn & Castlereagh City Council.



Service at Thiepval Memorial to the Missing



Northern Ireland Service of Remembrance at the Ulster Tower with Carol Walker, Somme Association



The Mayor at Ulster Tower

Sunday 2nd July 2023

On checking out of the hotel in Peronne, the delegation made its way to the Lochnagar mine crater, the largest man-made mine crater created in the First World War on the Western Front. It was laid by the British Army's 179th Tunnelling Company Royal Engineers underneath a German strongpoint called "Schwaben Höhe". The mine was exploded two minutes before 07.30 am Zero Hour at the launch of the British offensive against the German lines on the morning of 1st July 1916. Following this, the party travelled to Paris Charles de Gaulle for the journey home.



Committee:	Corporate Services
Date:	13 th September 2023
Report from:	Director of Organisation Development and Innovation

Item for:	Decision
Subject:	Departmental Plans

1.0	<u>Background and Key Issues</u>	
	<p>In May 2021, recognising the challenges change of direction brought about by the COVID-19 pandemic, Members approved an Interim Corporate Plan for the period 2021-2024.</p> <p>The attached document represents the Departmental Plans for each Department for the period 2023-2024. These Plans are set within the context of the overarching Interim Corporate Plan 2021-2024 including the associated strategies and represents the Departmental objectives and priorities which will contribute to the achievement of these.</p> <p>It is noted that work is ongoing in relation to the development of the Corporate Plan for the period 2024-2028, with a report on progress and draft plan for consultation coming to this Committee in October 2023.</p>	
2.0	<u>Recommendation</u>	
	It is recommended that Members consider and approve the departmental plans for the period 2023-2024	
3.0	<u>Finance and Resource Implications</u>	
	N/A	
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out	Associated actions will be screened as appropriate
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	Yes
4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.	Associated actions will be screened as appropriate

Appendices:	Combined Departmental Business Plans
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ORGANISATION DEVELOPMENT AND INNOVATION DEPARTMENTAL BUSINESS PLAN

2023-2024

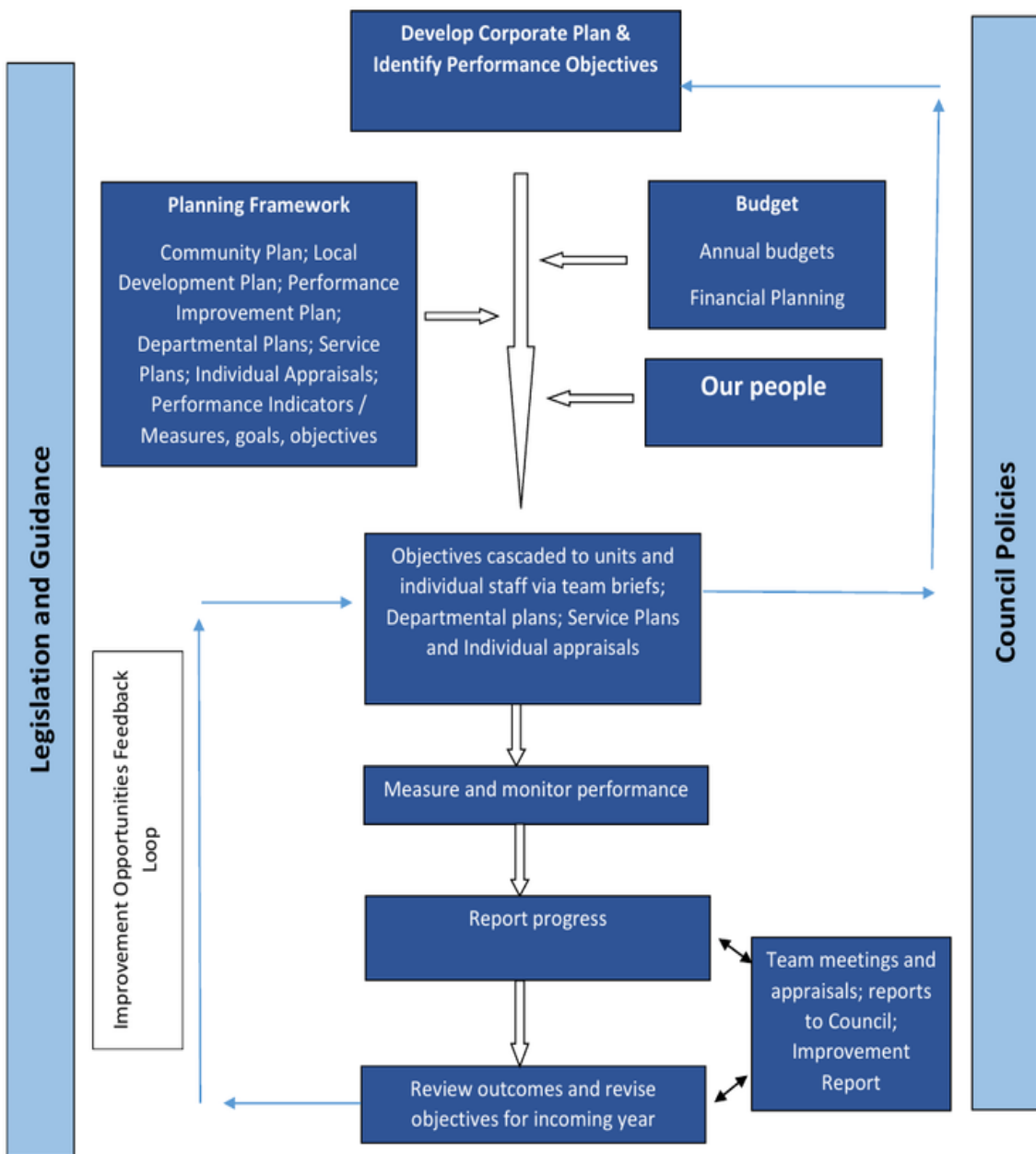
Organisation Development and Innovation Departmental Business Plan 2022-23

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1.0 THE CORPORATE PLANNING AND PERFORMANCE CULTURE PROCESS

The Development of the Business Plan is part of the overall Planning and Performance Culture process for the Council as shown below.



2.0 INTRODUCTION AND CONTEXT

2.1 Overview

This document represents the Organisation Development and Innovation Departmental Plan for the period 2023-2024. This Plan is set within the context of the overarching [Interim Corporate Plan 2021-2024](#) including the associated strategies and represents the Departmental objectives and priorities which will contribute to the achievement of these.

2.2 Corporate Considerations

As well as the core objectives relating to the work of each of the departments, there are a number of Council wide considerations which could impact across the entire operation of the Council, both positively and negatively, and accordingly on all departments. These corporate considerations are as follows:



3.0 DEPARTMENTAL OBJECTIVES 2023-24

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- 3.1 The Organisation Development and Innovation Directorate is a new Directorate within the Council and whilst embryonic, is transformative in design. This Directorate will lead the drive towards digitisation of services, instilling of a commercial culture, focus on our customer experience and ensure Elected Members and Employees are equipped with the tools, skills, support and recognition to meet the ambitions of the Corporate and Community Plans.
- 3.2 Given the nature of Organisation Development and Innovation, which is both customer facing and back office delivery, the Department contributes to all of the objectives contained within the Interim Corporate Plan. However, for the purposes of this Business Plan, there are a number of specific objectives which have been identified as follows:

Strategic Theme	Interim Corporate Plan Objective	Overarching Action	Key Specific Action
Leading Well	Continuing the drive towards digitalisation of services to enhance the customer journey	Digitalisation - empowering the council to act differently in light of IT improvements	Roll out of office 365 & move to cloud storage on Azure Platform
Our Communities	Improvements to Council governance processes including new policy and policy reviews, revised Accounting Manual in place	Simplification and streamlining of governance processes including SAR, FOI, GDPR & EIR	Commence planning for review of information governance including: complete ICO GDPR self-assessment audit
Leading Well	Continuing the drive towards digitalisation of services to enhance the customer journey	Digitalisation - empowering the council to act differently in light of IT improvements	Implement new HR system
Health & Wellbeing	Continuing to focus on mental and physical wellbeing post - Covid	Review and further development of the wellbeing strategy	Development of a revised formal wellbeing strategy for staff
Our Economy	Implementation of the Workforce Strategy and Labour Market development	Focus on implementation of People Strategy objectives, particularly succession planning (HoS level & others), contingency planning for other vacancies	Further and formal development of a succession planning process, expanding on the successful apprenticeship programme. Engagement with LG-wide mentoring scheme and succession planning process
Leading Well		Consider the Council's approach to Hybrid Working	Development of Hybrid Working policy – if agreed following pilot review
Leading		Performance Management – clearly defined measurements in place for all Corporate Plan objectives and; a revised process for people performance and development aligned to this	Corporate Plan for 2024-2028 developed, consulted upon and issued by April 2024. Revised process for people performance developed and agreed

Leading Well		Embedding on new structures (new Directorate and Committee structures)	Progress with the Efficiency Review for all services not yet considered.
Where We Live	<p>Providing opportunities for active participation in community and civic led events</p> <p>Creating and investing in proposals to improve public realm in our towns and villages</p>	Achieve financial commitment for our Belfast Region City Deal ambitions for Royal Hillsborough	<p>Assist the achievement of this objective through support from the Portfolio Office as follows:</p> <p>Destination Royal Hillsborough – Procurement of all projects completed. Funding pillars explored</p>
Where We Live	Continuing the drive toward digitisation of services to enhance the customer journey.	Development of 23/24 programme for work	<p>Assist the achievement of an agreed programme for DEA for 23/24 through support from the Portfolio Office and review the success of projects.</p> <p>Landlord Registration Process Commenced.</p> <p>Digital Transformation Flexible Fund (DTFF) Launched</p>
Where We Live	Creating and investing in proposals to improve public realm in our towns and settlements	To take forward the public realm for Royal Hillsborough	Assist the achievement of this objective through support from the Portfolio Office
Leading Well	Continuing the drive towards digitalisation of services to enhance the customer journey	Review council's approach to Customer Services at the initial point of contact	Assist in the achievement of a Digital Grant Aid System through support from Digitalisation.
Leading Well		Induction of Elected Members	Development and implementation of a formal induction programme in collaboration with Corporate Communications and Administration.

4.0 MONITORING AND REVIEW

The objectives outlined will form the basis of the service unit and individual plans. Monitoring of this Departmental Plan against its objectives and various tasks will be through monthly/quarterly review meetings with individual Heads of Service, review of the ICP Objectives through live Smartsheet reporting to CMT and updates against KPIs to the Governance and Audit Committee.



ENVIRONMENTAL AND SUSTAINABILITY DEPARTMENTAL BUSINESS PLAN

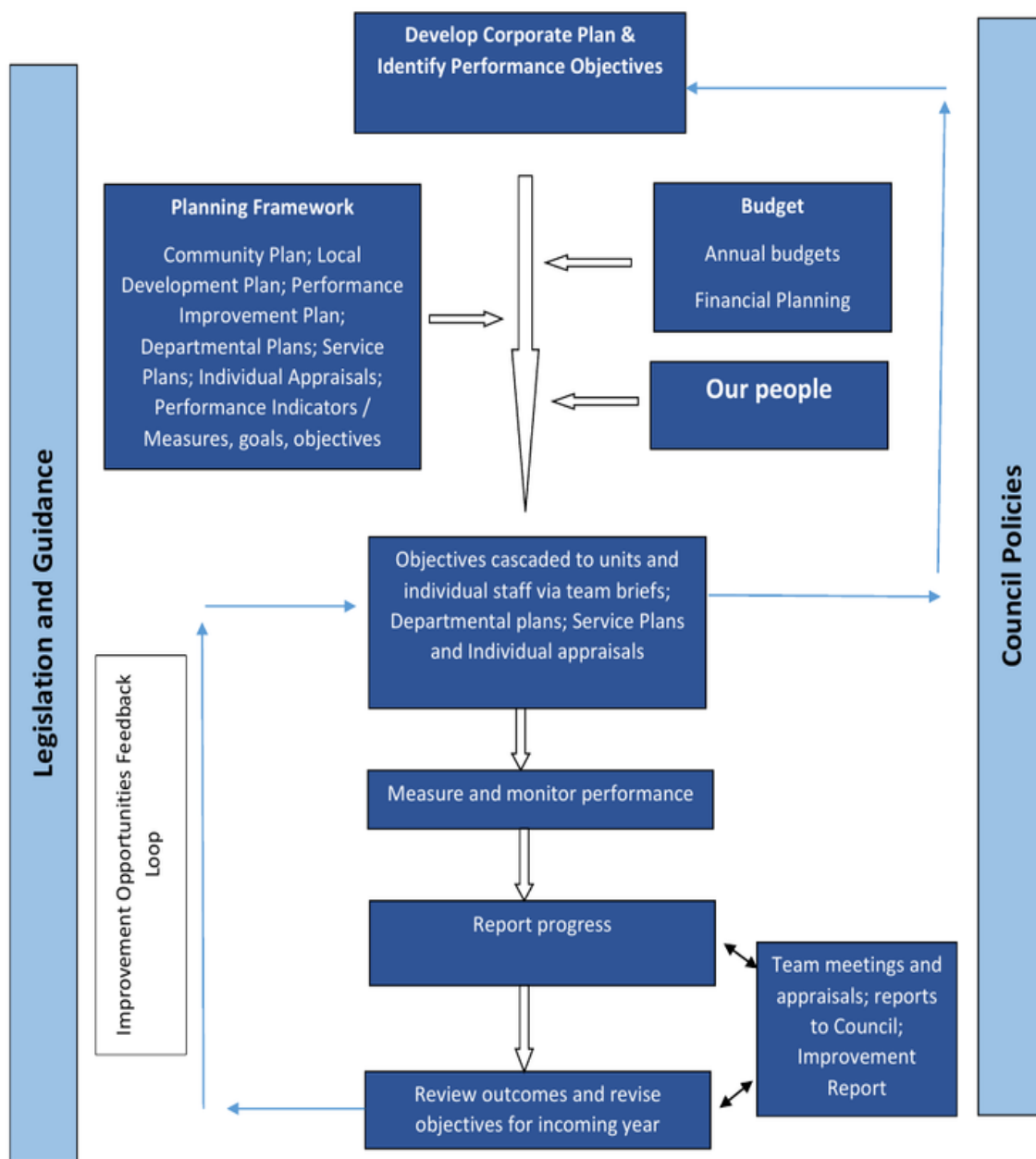
2023-2024

Environmental and Sustainability Departmental Business Plan 2023-24

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2.0 THE CORPORATE PLANNING AND PERFORMANCE CULTURE PROCESS

The Development of the Business Plan is part of the overall Planning and Performance Culture process for the Council as shown below.



2.0 INTRODUCTION AND CONTEXT

4.1 Overview

This document represents the Environmental and Sustainability Departmental Plan for the period 2023-2024. This Plan is set within the context of the overarching [Interim Corporate Plan 2021-2024](#) including the associated strategies and represents the Departmental objectives and priorities which will contribute to the achievement of these.

4.2 Corporate Considerations

As well as the core objectives relating to the work of each of the departments, there are a number of Council wide considerations which could impact across the entire operation of the Council, both positively and negatively, and accordingly on all departments. These corporate considerations are as follows:



3.0 DEPARTMENTAL OBJECTIVES 2023-24

3.1 The Environmental and Sustainability Directorate through its three component units, Waste Management and Operations; Environmental Health, Risk and Emergency Planning; Building Control and Sustainability, aims to create a safe, clean, healthy and a sustainable environment.

3.2 Given the nature of Environmental and Sustainability Services, which is mainly customer facing and covers a range of both statutory and non-statutory obligations, the Department contributes to all of the objectives contained within the Interim Corporate Plan. However, for the purposes of this Business Plan, there are a number of specific and significant objectives which have been identified as follows:

Strategic Theme	Interim Corporate Plan Objective	Overarching Action	Key Specific Action
Leading Well	Promoting and embedding a green growth agenda across the Council area	Development of an Environmental & Sustainability Council Roadmap	Develop and adopt a Sustainability Strategy and a Climate Action Plan for Council
Our Communities	Reaching a firm conclusion on the preferred kerbside and associated waste models to reduce reliance on landfill	Clarity provided on waste journey from house to final destination through a Waste Strategy	Complete Equality Consultation for Kerbside Collection Model and progress an implementation plan. Progress agreed investment as per the implementation plan.
Our Communities	Tender and award works contract for Blaris Phase 1a cemetery extension (approximately 240 burial plots) Planning application for Phase 1b cemetery extension to be submitted (approximately 514 burial plots)	Increase burial capacity at Blaris Cemetery by maximising number of available plots	Complete works contract for Phase One and complete tender process and award contract for Phase Two.

4.0 MONITORING AND REVIEW

The objectives outlined will form the basis of the service unit and individual plans. Monitoring of this Departmental Plan against its objectives and various tasks will be through monthly/quarterly review meetings with individual Heads of Service, review of the ICP Objectives through live Smartsheet reporting to CMT and updates against KPIs to the Governance and Audit Committee.



FINANCE & CORPORATE SERVICES DEPARTMENTAL BUSINESS PLAN

2023-2024

www.lisburncastlereagh.gov.uk

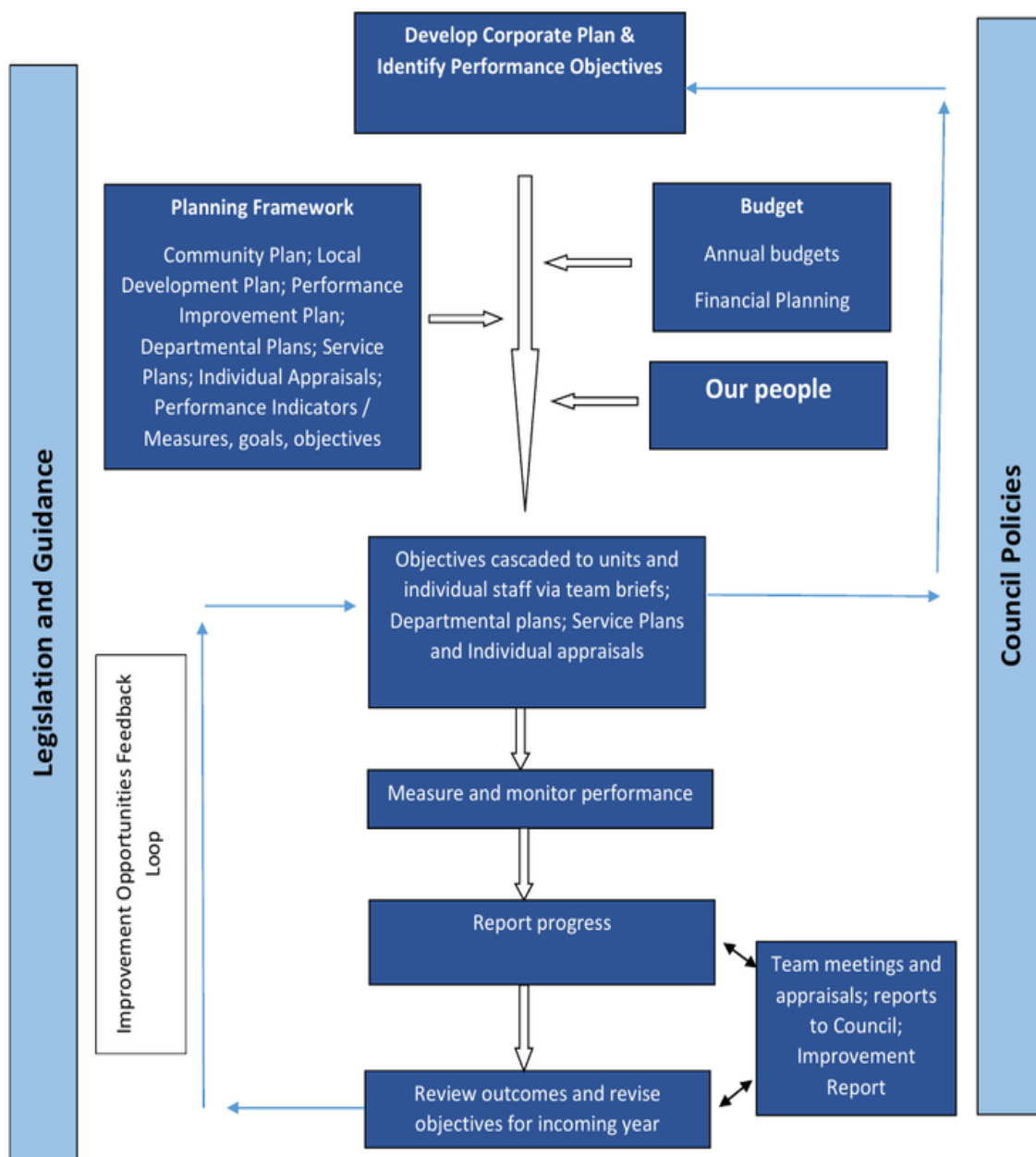
Finance & Corporate Services Department Business Plan 2023-24

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3.0 THE CORPORATE PLANNING AND PERFORMANCE CULTURE PROCESS

The Development of the Departmental business plan forms part of the overall planning and performance framework within the Council as shown below.



2.0 INTRODUCTION AND CONTEXT

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6.1 Overview

This document represents the Finance & Corporate Services Departmental Plan for the period 2023-2024. This Plan is set within the context of the overarching [Interim Corporate Plan 2021-2024](#) including the associated strategies and represents the Departmental objectives and priorities which will contribute to the achievement of these.

6.2 Corporate Considerations

As well as the core objectives relating to the work of each of the departments, there are a number of Council wide considerations which could impact across the entire operation of the Council, both positively and negatively, and accordingly on all departments. These corporate considerations are as follows:



3.0 DEPARTMENTAL OBJECTIVES 2023-24

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- 3.1 Given the nature of Finance & Corporate Services (both customer facing and back office delivery) the Department contributes to all objectives contained within the Interim Corporate Plan. However, for the purposes of this Business Plan there are a number of specific objectives which have been identified as follows.
- 3.2 These will be subject to regular monitoring and review with reports back through Corporate Management Team and Committee.

Strategic Theme	Interim Corporate Plan Objective	Overarching Action	Key Specific Action
Leading Well	Providing continued financial management and probity	Revise the Accounting Manual	Engagement with Members on proposed changes to Accounting Manual and Financial Regulations Approval of revised Accounting Manual and Financial Regulations
Leading Well	Providing continued financial management and probity	Implementation of new Finance System	Roll out of new Finance system
Leading Well	Providing continued financial management and probity	Annual estimates process for 2024/25	Workshops with staff and Members Approval of estimates for 2024/25
Leading Well	Providing continued financial management and probity	Completion of statutory audit 2022/23	Submission of draft accounts Completion of NIAO fieldwork Receipt of Report to those charged with Governance
Leading Well	Providing continued financial management and probity	In year financial monitoring	Regular review of financial position including easements and pressures in year
Leading Well	Providing continued financial	Prompt Payment Targets - Service KPI	Monitoring 10 and 30 day prompt payment targets

	management and probity		
Leading Well	Implementation of the Workforce Strategy		<p>Consultation on proposals</p> <p>Development of outline restructuring plan</p>
Our Communities	Increasing transparency in Council decision making processes	Achieve consistency in reporting to our committees and subsequent report publication – increasing transparency on decisions and contracts awarded	<p>Engagement with Members on proposed changes to Constitution</p> <p>Approval of revised Constitution</p> <p>Further refinement to review of Committee reporting</p>
Our Communities	Improvements to Council governance processes including new policy and policy reviews, revised Accounting Manual in place	Simplification and streamlining of governance processes including SAR, FOI, GDPR & EIR	<p>Update Records and Retention schedule</p> <p>Update Publication Scheme</p>

4.0 MONITORING AND REVIEW

The objectives outlined will form the basis of the service unit and individual plans. Monitoring of this Departmental Plan against its objectives and various tasks will be through monthly/quarterly review meetings with individual Heads of Service, review of the ICP Objectives through live Smartsheet reporting to CMT and updates against KPIs to the Governance and Audit Committee.



COMMUNITIES & WELLBEING DEPARTMENTAL BUSINESS PLAN

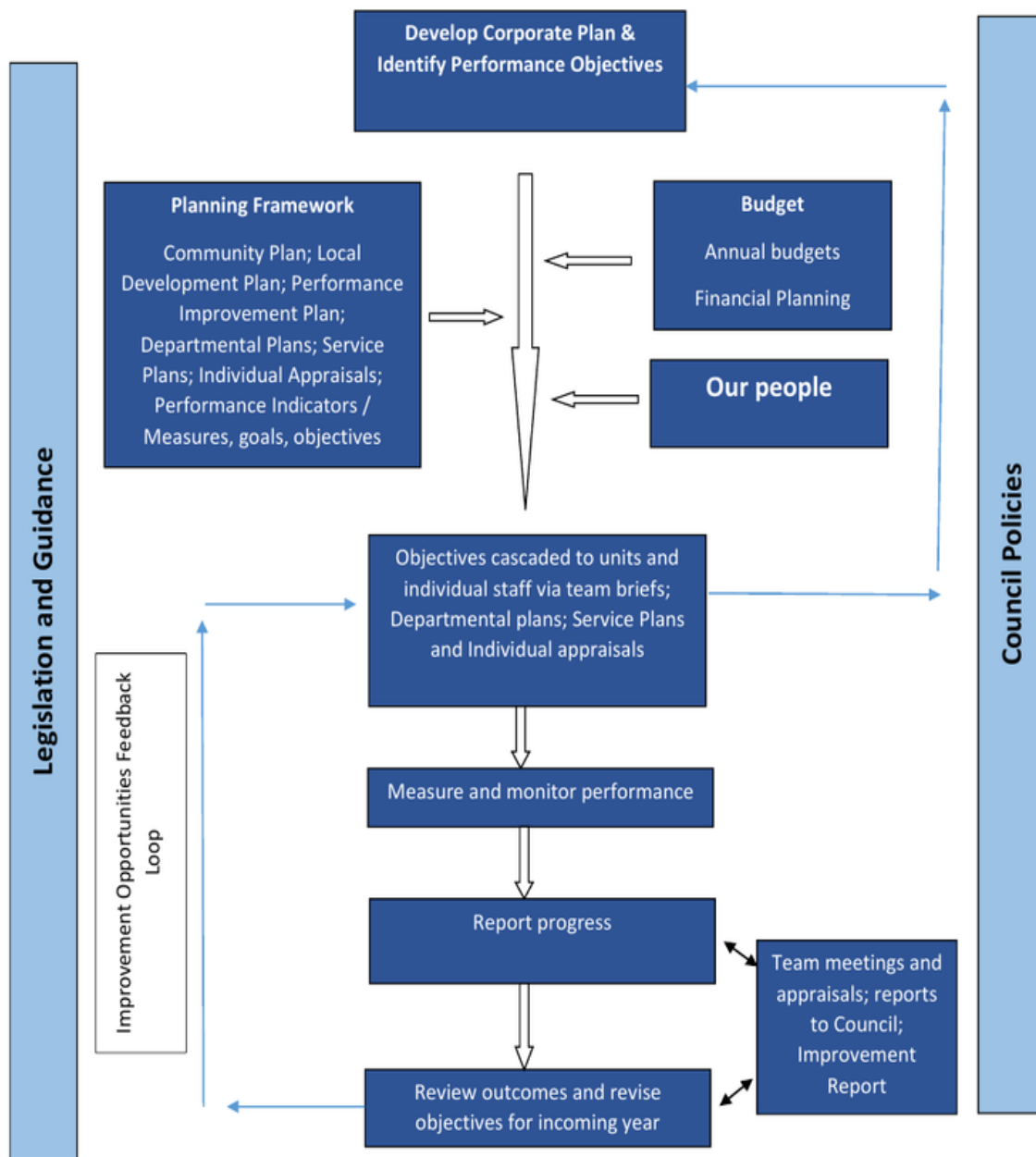
2023-2024

Communities & Wellbeing Departmental Business Plan 2023-24

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4.0 THE CORPORATE PLANNING AND PERFORMANCE CULTURE PROCESS

The Development of the Business Plan is part of the overall Planning and Performance Culture process for the Council as shown below.



2.0 INTRODUCTION AND CONTEXT

8.1 Overview

This document represents the *Communities & Wellbeing* Departmental Plan for the period 2023-2024. This Plan is set within the context of the overarching Lisburn & Castlereagh City Council Interim Corporate Plan 2021-2024 and associated strategies and represents the Departmental objectives and priorities which will contribute to the achievement of these.

8.2 Corporate Considerations

As well as the core objectives relating to the work of each of the departments, there are a number of Council wide considerations which could impact across the entire operation of the Council, both positively and negatively, and accordingly on all departments. These corporate considerations are as follows:



3.0 DEPARTMENTAL OBJECTIVES 2023-24

3.1 The Communities & Wellbeing Directorate continue the below:

1. The drive towards digitalisation of services to enhance the customer journey
2. Supporting West Lisburn Investment

3. To focus on mental and physical wellbeing
4. Investment in the working environment for staff
5. Delivering a Programme of Environmental Improvements across our DEAs
6. Providing opportunities for active participation in community and civic led events
7. Building on the success of community engagement and, launch a number of community focused grant schemes

8. Enabling our citizens to influence decision making through community based initiatives

3.2 Given the nature of Communities & Wellbeing, which is both customer facing and back office delivery, the Department contributes to all of the objectives contained within the Interim Corporate Plan. The Department is organised into three units; Sports Services, Parks & Amenities and Communities.

However, for the purposes of this Business Plan, there are the following key strategies and plans form part of the considerations for the yearly business plan for the department:

- Lisburn & Castlereagh Community Plan 2017-2032
- Open Spaces Strategy 2022-2026
- Playing Pitches Strategy 2016
- Good Relations Audit, Strategy and Action Plan 2022-2025
- PCSP Planning Strategy and Action Plan 2022-2025
- Capital Programme
- DEA Investment Plan
- Community Support Plan

Strategic Theme	Interim Corporate Plan Objective	Overarching Action	Key Specific Action
Health & Wellbeing	Continued investment in the working Environment for staff	Staff Accommodation	Finalise design proposals for Hamilton’s Shed and agree action plan to consider wider staff facilities in collaboration with accommodation plan.
	Continuing to focus on mental and physical wellbeing	Deliver Council led activities that seek to maintain and improve the physical and mental wellbeing of our citizens	Delivery of Healthwise, Macmillan Move More, Cardiac Rehab and other relevant health enhancing / intervention programmes targeted at the most vulnerable in our community.
			Deliver the £100,000 Sports Acceleration Fund.

<p>Where We Live</p>	<p>Delivering a DEA investment programme</p> <p>We live in empowered, harmonious, safe and welcoming communities</p>	<p>Environmental & Community improvements to gateway entrances, greenways & parks across all DEA's</p> <p>Maintain high standards of customer service in providing facilities, activities and programmes reflective of customer and community needs</p>	<p>Deliver 23/24 DEA investment programme.</p> <p>Sustain & increase the number of Green Flag awards.</p> <p>Apply for external funding opportunities</p> <p>Engage with the community to raise awareness of environmental issues and build capacity</p> <p>Delivery of Bio Diversity projects across the Council.</p> <p>Delivering client function in relation to Capital Projects specifically Dundonald International Ice Bowl and 3G pitches at Lough Moss, Leisure Centre and Laurel Hill Sports Zone to assist in delivery of Capital programme</p>
<p>Our Communities</p>	<p>Building on the success of Community Engagement, launch a number of community focused grant schemes.</p> <p>Enabling our citizens to influence decision making through community based</p>	<p>Kick start community conversations around local plans.</p> <p>Financial Community support Grant Aid</p>	<p>Implement Community conversations using 'Place Game' to deliver community informed actions in Drumbo, Killutagh and Castlereagh East.</p> <p>Delivery of Community Grant Aid Programmes.</p>

<p>Our Communities (continued)</p>	<p>initiatives.</p> <p>Increasing transparency in Council decision making processes</p> <p>We live in empowered, harmonious, safe and welcoming communities</p>	<p>To complete PEACEPLUS Action Plan through effective community consultation across the Council area.</p> <p>Redevelopment of the former Hilden Primary School for social and community use.</p>	<p>Comprehensive programme of community consultation and engagement completed, culminating in the development of Local Action Plan.</p> <p>Partnership working with Council's development partner.</p> <p>Procurement exercise to appoint a contractor to implement the redevelopment of Hilden Primary school.</p>
<p>Leading Well</p>	<p>Continuing the drive towards digitalisation of services to enhance the customer journey</p>	<p>Review council's approach to Customer Services at the initial point of customer engagement. Work in collaboration with IT to develop a customer based Grant Aid system</p>	<p>Digital Grant Aid System</p>

4.0 MONITORING AND REVIEW

The objectives outlined will form the basis of the service unit and individual plans. Monitoring of this Departmental Plan against its objectives and various tasks will be through monthly/quarterly review meetings with individual Heads of Service, review of the ICP Objectives through live Smartsheet reporting to CMT and updates against KPIs to the Governance and Audit Committee.



REGENERATION AND GROWTH DEPARTMENTAL BUSINESS PLAN

2023-2024

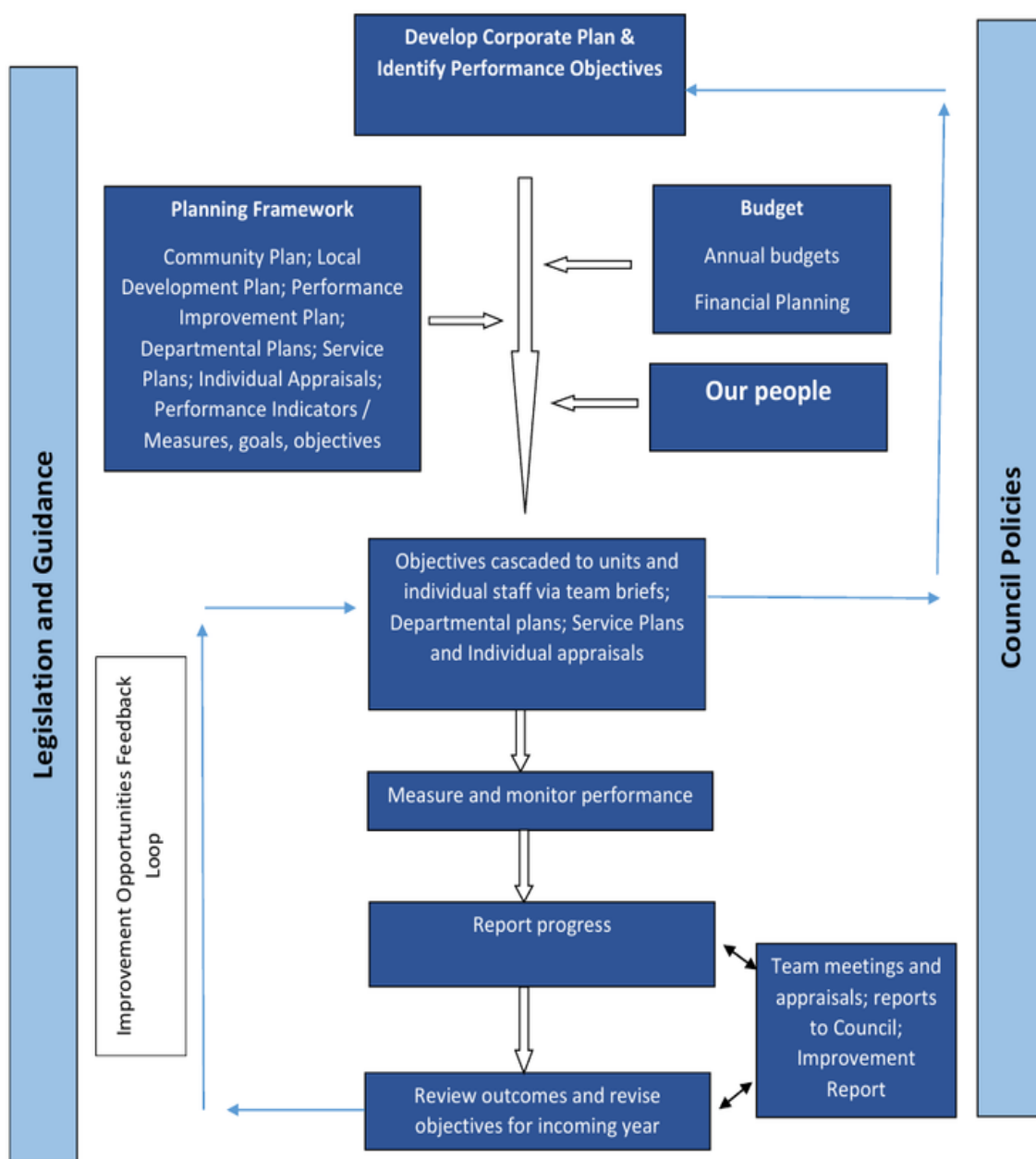
Regeneration and Growth Departmental Business Plan 2023-24

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5.0 THE CORPORATE PLANNING AND PERFORMANCE CULTURE PROCESS

The Development of the Business Plan is part of the overall Planning and Performance Culture process for the Council as shown below.



2.0 INTRODUCTION AND CONTEXT

8.3 Overview

This document represents the Regeneration and Growth Departmental Plan for the period 2023-2024. This Plan is set within the context of the overarching [Interim Corporate Plan 2021-2024](#) including the associated strategies and represents the Departmental objectives and priorities which will contribute to the achievement of these.

8.4 Corporate Considerations

As well as the core objectives relating to the work of each of the departments, there are a number of Council wide considerations which could impact across the entire operation of the Council, both positively and negatively, and accordingly on all departments. These corporate considerations are as follows:



3.0 DEPARTMENTAL OBJECTIVES 2023-24

- 3.1 The Regeneration and Growth Directorate's primary objective is to support and create opportunities in the pursuit of driving the local economy through delivering a series of related functions. These functions include developing a sound Area Plan in which new planning applications are determined; leveraging efficiencies and influencing place shaping using the Council's asset base; creating innovative programmes to maximise the opportunity for economic growth through new and existing businesses.
- 3.2 All the Directorate's efforts are aligned and are delivered in pursuit of the wider Corporate Plan, having regard to the stated needs via the Community Plan. There is a realisation that the majority of the functions provided by the Directorate, both support and influence the other Directorates' key deliverables. Consequently there is regard to both the internal and external customer in functions such as procurement, planning, asset management and the various construction related works programmes.

Significant challenge, which not only relates to this Council area, is to support the transformation of the high street in this modern, digital commercial world. We endeavour to keep pace with the change and create innovative solutions working with various partners and stakeholders.

There are a number of specific objectives which have been identified as priority actions which are outlined in the table below.

Strategic Theme	Interim Corporate Plan Objective	Overarching Action	Key Specific Action
Our Economy	Maximising opportunities arising from post-Brexit Economy	<p>Develop a Regeneration and Economic Growth Funding Programme</p> <p>Award contract for DIIB and commence works</p> <p>Adopt draft Plan Strategy, implement operational planning policies and start final stage of plan making process</p>	<p>Consult on and launch investment programme for city centre and other settlements</p> <p>Finalise business case, seek agreement for investment, finalise programme of building works and commence development on site</p> <p>Publish Plan Strategy to conclude stage one of the plan making process, update timetable for and commence drafting local policies plan as stage two of the process</p>
Our Economy	Maximising income through targeted asset management	<p>New Assets and Estates Strategy and associated development of key policies</p> <p>Dispose of Derriaghy PS in line with agreed brief</p> <p>Create a system for tracking rental agreements</p>	<p>Develop strategy for consultation</p> <p>Appoint preferred developer for Derriaghy PS</p> <p>In partnership with HoS managing assets and the tenant base, review and regularise as well as develop a database and early warning system that monitors the requisite obligations within leases, licences and other rental agreements. In</p>

			addition to maintain our obligations for properties for which we lease
Our Economy	Supporting businesses to recover from Covid-19, maximising opportunities arising from the new post-Brexit Economy, supporting West Lisburn Investment	Supporting economic development and growth in the Lisburn Castlereagh area Contract Register to be refined	Small Settlements Business Grant Scheme Create a Smartsheet Contracts Register which can be regularly populated for publication
Our Economy	Maximising income through targeted asset management (whilst place shaping)	Issue Development Brief for Castle Street site	Develop and take to the market an agreed Development Brief to maximise the opportunity for developers to bring forward sustainable, viable propositions for the redevelopment of Castle Street car park site
Our Economy	Maximising opportunities arising from the post-Brexit Economy	Support programmes for business activity which are sector based (Go For It/UK Prosperity Fund) Redevelop and launch new Tourism Strategy Support programmes for business activity which are sector based (LMP) Develop and implement new system and processes for the operation of the Planning Portal and an improvement plan for the operation of the Planning function	Extend and complete the GoForIt Programme and prepare for UK Prosperity Growth Fund initiatives Adopt updated Tourism Strategy which is aligned to NI tourism growth opportunities Develop four new skills programmes in line with the LMP action plan and community planning objectives. Achievement will be subject to confirmation of DfC programme budget Work in partnership with DfI Planning and other Local Authority partners to create a new improved planning system. This will include a consolidation and refinement of internal processes and the embedding of the paperless processing of planning applications and operation of a fully digital service
Where we live	Creating and investing in proposals to improve public realm in our towns and settlements	To take forward the environmental improvement proposals in Carryduff To take forward the public realm for Royal Hillsborough	Appoint consultants, complete traffic assessment, business case initiated (has to be linked to private sector investment project progressing) Attain planning permission and take to market a works contract for Royal Hillsborough public realm
Where we live	Creating and investing in proposals to improve public realm in our town and settlements	To take forward the environmental improvement proposals in Annahilt village	Obtain planning permission for environmental improvement scheme in Annahilt village. Take to the market and award a contract to commence works in this financial year

Where we live	Providing opportunities for active participation in community and civic led events	Achieve financial commitment for our Belfast Region City Deal ambitions for Royal Hillsborough	Deliver digital sculpture trail in Hillsborough Forest
Health and Wellbeing	Continued investment in the working environment of our staff	Reconfiguration of LVI offices Consolidate PPM process Consideration of the role of Greenwood and other considerations for the Working Environment for Parks and Amenities	Bring forward and agree proposals for alterations to layout to take account of revised directorate structure and consolidation and alignment of teams Consolidate new PPM working protocol Finalise design proposals for Hamilton's Shed and agree action plan to consider wider staff facilities.
Health and Wellbeing	Implementing agreed actions within the Capital and Investment Programmes	Develop Lough Moss 3G multi games pitch and Laurelhill 3G pitch and ancillary facilities	Award contracts and manage works to completion
Leading Well	Providing continued financial management and probity	To develop a new Assets Register	Create a single point of truth on a digital platform for Council assets in line with emerging strategy
Our Communities	Increasing transparency in Council decision making processes	Achieve consistency in reporting to our committees and subsequent report publication – increasing transparency on decisions and contracts awarded	Implement phased improvements to procurement processes: <ul style="list-style-type: none"> • contract management guidance implemented • updated STA policy guidance adopted • implement scoring social value principals to tender procurements • Update G&A Committee

4.0 MONITORING AND REVIEW

The objectives outlined will form the basis of the service unit and individual plans. Monitoring of this Departmental Plan against its objectives and various tasks will be through monthly/quarterly review meetings with individual Heads of Service, review of the ICP Objectives through live Smartsheet reporting to CMT and updates against KPIs to the Governance and Audit Committee.

Committee:	Corporate Services Committee
Date:	13 th September 2023
Report from:	Head of Corporate Communications & Administration

Item for:	Decision
Subject:	Royal British Legion Festival of Remembrance 2023

1.0	<p><u>Background and Key Issues</u></p> <ul style="list-style-type: none"> Correspondence has been received from The Royal British Legion (attached at Appendix 1) asking the Council to sponsor an advertisement in this year's Northern Ireland Festival of Remembrance official programme. The Festival of Remembrance takes place on Saturday 4 November in the Waterfront Hall, Belfast. In previous years, it has been a sell-out concert with a potential audience of up to 1,800 expected this year. The event will also recognise the 70th anniversary of the signing of the armistice that ended military operations during the Korean War and the 50th anniversary of the UDR Greenfinches. 										
2.0	<p>The suggested rates by The Royal British Legion for full-colour advertising are:</p> <table border="1"> <tr> <td>Full page outside back cover advert in the A4 event programme (303mm x 216mm)</td> <td>£1,200</td> </tr> <tr> <td>Full page inside front cover or inside back cover advert in the A4 event programme (303mm x 216mm)</td> <td>£1,100</td> </tr> <tr> <td>Full page advert in the A4 event programme (303mm x 216mm)</td> <td>£1,000</td> </tr> <tr> <td>Half page advert in the A4 event programme (190mm x 133mm)</td> <td>£500</td> </tr> <tr> <td>Quarter page advert in the event programme (92mm x 133mm):</td> <td>£250</td> </tr> </table>	Full page outside back cover advert in the A4 event programme (303mm x 216mm)	£1,200	Full page inside front cover or inside back cover advert in the A4 event programme (303mm x 216mm)	£1,100	Full page advert in the A4 event programme (303mm x 216mm)	£1,000	Half page advert in the A4 event programme (190mm x 133mm)	£500	Quarter page advert in the event programme (92mm x 133mm):	£250
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Half page advert in the A4 event programme (190mm x 133mm)	£500										
Quarter page advert in the event programme (92mm x 133mm):	£250										
3.0	<p>The sponsorship rates do not include tickets to the event, which can be purchased separately via the Waterfront Hall Box Office or website at a cost of £25 each.</p> <p>The Council supported this event in 2019 with a half page advert in the programme and the purchase of four tickets for the Mayor and his guest, the Chairman and Vice-Chairman of Corporate Services.</p> <p>With timing and the risk of not securing tickets by waiting until after Council in September the Mayor, Chair and Vice-Chair of Committee agreed that:</p> <ul style="list-style-type: none"> Council sponsors a half page advert in the programme Four tickets are purchased for the Mayor, Chair and Vice-Chair of Committee. <p>Retrospective approval is sought for this decision.</p>										
4.0	<p><u>Recommendation</u></p> <ul style="list-style-type: none"> Agree retrospective approval for the sponsorship of a half page advertisement in the Festival of Remembrance programme. 										

	<ul style="list-style-type: none"> Agree retrospective approval for the purchase of four tickets for the Mayor and guest, Chair and Vice Chair of Corporate Services Committee. 	
3.0	<p><u>Finance and Resource Implications</u> £600 costs will be met through the Civic Events Budget.</p>	
4.0	<p><u>Equality/Good Relations and Rural Needs Impact Assessments</u></p>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	<p>Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out</p> <p>Decision has been made in line with existing Council policy</p>	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	<p>Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.</p> <p>Decision has been made in line with existing Council policy</p>	

Appendices:	Appendix 1 – Correspondence from the Royal British Legion
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05.07.2023

c/o 1st Floor
 51-53 Fountain Street
 BELFAST
 BT1 5EB
 E: lpalmer@britishlegion.org.uk
 T: 07827 367447

Northern Ireland Festival of Remembrance 2023

Dear Sir / Madam,

The **Northern Ireland Festival of Remembrance** is recognised as one of the premier occasions in The Royal British Legion's calendar, and this year's event will take place at **Belfast Waterfront Hall** on **Saturday 4 November 2023**.

With 2023 marking several significant anniversaries, we invite you to show your support for The RBL by sponsoring an advertisement in this year's official Northern Ireland Festival of Remembrance programme. Following a successful public return for this event last year post-Covid, we anticipate a sell-out event with the potential for 1800 people to attend.

This year marks 70 years since the signing of the armistice that ended military operations during the Korean war. Sixty thousand service personnel from across Britain and the Commonwealth saw action during the conflict with 1,100 losing their lives. Closer to home, we will be recognising the 50th anniversary of the UDR Greenfinches. They were the first females to be recruited directly by a regiment and deployed on operational duties. And, of course, we will also be paying tribute to the coronation of King Charles.

Through your support, we invite you to take the opportunity to say thank you to all those who have served, sacrificed, and changed our world.

Our suggested donation rates for full-colour advertising sponsorship are as follows:

- **Full page outside back cover** advert in the A4 event programme (303mm x 216mm):
£1200

Patron: Her Majesty the Queen

Registered address: Royal British Legion, Haig House, 199 Borough High Street, London SE1 1AA
 020 3207 2253 | mylegacy@rbl.org.uk | rbl.org.uk
 Registered charity number: 219279



- **Full page inside front cover or inside back cover** advert in the A4 event programme (303mm x 216mm): **£1100**
- **Full page** advert in the A4 event programme (303mm x 216mm): **£1000**
- **Half page** advert in the A4 event programme (185mm x 134mm): **£500**
- **Quarter page** advert in the event programme (90mm x 134mm): **£250**

These rates do not include tickets to the event, which can be purchased separately via the Waterfront Hall Box Office or website.

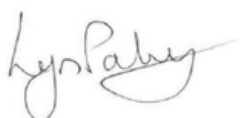
All profits raised by the NI Festival of Remembrance and the programme will go directly to the Poppy Appeal, which was created by the Royal British Legion to help those returning from the First World War. Over a century on from the end of that conflict, we are still supporting veterans, serving personnel and their families, whether coping with crisis, living with disability, or finding new employment.

The RBL is recognized among the UK's most trusted charity brands, with the Poppy Appeal standing out as one of the best-known charity campaigns. By working with us you can support a timely and emotive cause that impacts your local community, reach a wide and varied potential new customer base, and make real a difference to the Armed Forces community.

The Northern Ireland Festival of Remembrance programme booking deadline will be Thursday 21 September 2023, with a copy deadline of Thursday 05 October 2023.

To place a booking or to discuss these donation rates further, please do not hesitate to contact me. I look forward to hearing from you.

Yours sincerely,



Lyn Palmer
Community Fundraiser NI East

Patron: Her Majesty the Queen

Registered address: Royal British Legion, Haig House, 199 Borough High Street, London SE1 1AA
020 3207 2253 | mylegacy@rbl.org.uk | rbl.org.uk
Registered charity number: 219279



Committee:	Corporate Services
Date:	13 th September 2023
Report from:	Head of Corporate Communications & Administration

Item for:	Decision
Subject:	Anniversary of the Greenfinches

1.0	<u>Background and Key Issues</u>	
	<ul style="list-style-type: none"> At the Council meeting on 28 February 2023, the Notice of Motion below was adopted: <i>“That this Council honours the 50th Anniversary of Greenfinches in Northern Ireland; remembers that on the 6th July 1973 the Ulster Defence Regiment Bill permitted the recruitment of women into the Ulster Defence Regiment. Women were given the code word ‘Greenfinch’ and defended Northern Ireland against terrorists; we are forever grateful for their commitment and sacrifice. To mark this anniversary and in particular the Greenfinches who served in Lisburn & Castlereagh, we ask the Council to recognise their service in an appropriate way.”</i> In consultation with Alderman Tinsley (Proposer) and the Right Worshipful the Mayor, it is proposed that a church service is held at St Paul’s Church, Lisburn in mid-November. The Mayor would host a reception in the church hall following the service. In addition, the Mayor has requested a tree planting, dedicated to the Greenfinches to mark the anniversary. Details to be confirmed with Parks and Amenities. Based on similar events, it is anticipated that the cost would be approximately £3,000. Invitations would be issued to the Council’s Civic guest list, as well as to the Greenfinches and other representatives as appropriate through the Regional Association of the Ulster Defence Regiment across Northern Ireland. 	
2.0	<u>Recommendation</u>	
	<ul style="list-style-type: none"> Agree the format and timing of the event as outlined Agree for the arrangements to be made in consultation with the Mayor and Ald Tinsley 	
3.0	<u>Finance and Resource Implications</u>	
	<ul style="list-style-type: none"> £3000 To be funded from the civic events budget 	
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out	Not applicable

4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.	Not applicable

Appendices:	None
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Committee:	Corporate Services
Date:	13 September 2023
Report from:	Head of Corporate Communications and Administration

Item for:	Decision
Subject:	Lisburn War Memorial – 100 Year Anniversary

1.0	<u>Background and Key Issues</u>
1.1	The 28 April 2023 marked the centenary of the unveiling of Lisburn’s War Memorial at Castle Gardens.
1.2	To mark this anniversary, the Mayor has proposed that a ceremony should take place prior to Remembrance Sunday with a reception afterwards in Lisburn Cathedral church hall. Lagan Valley Island would be an alternative venue if the church hall is not available.
1.3	The proposed date would be Friday 3 November 2023 at 6pm.
1.4	The format would be similar to the Lisburn Half Marathon Bombing memorial: <ul style="list-style-type: none"> • Mayoral Address: Mayor Gowan • Opening Prayer: Mayor’s Chaplain • Exhortation: RBL • Last Post: Bugler • 2 Minute Silence • Reveille: Bugler • Lament: Piper <p>Guest List (Approx 80)</p> <ul style="list-style-type: none"> • Lord Lieutenant • High Sheriff • Elected Members • MP & MLAs • CMT • RBL Lisburn Branch (25 representatives)
1.5	Should the Committee agree to this proposal, Officers will engage with the Royal British Legion to plan the event.
1.6	Based on similar events, it is anticipated that the cost of this event would be approximately £1000.
2.0	<u>Recommendation</u> It is recommended that Members approve the Mayor’s proposal to hold a commemorative event to mark the 100 year anniversary of the Lisburn War Memorial.
3.0	<u>Finance and Resource Implications</u> The event will cost approx. £1000 to be funded from the Civic Events budget.

4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out. Not relevant	

Appendices:	
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Committee:	Corporate Services Committee
Date:	13 th September 2023
Report from:	Head of Human Resources & Organisational Development

Item for:	Noting
Subject:	Workforce Reports

1.0	<u>Background and Key Issues</u>	
	<ol style="list-style-type: none"> 1. Workforce Reports are provided on a quarterly basis to this Committee for review and scrutiny as appropriate and include: 2. Report on Attendance Management within the Council for the period up to 30th June 2023 including actions taken by the Council to support attendance and minimise absence levels. 3. Workforce This report details the number of staff employed and agency workers engaged with the Council as at 31st July 2023. 4. Recruitment This report provides detail of the current position of recruitment of posts as at 31st July 2023, both internally and externally advertised posts. 	
2.0	<u>Recommendation</u>	
	It is recommended that Members note the attached reports.	
3.0	<u>Finance and Resource Implications</u>	
	Captured within current budgets	
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out	Report for noting only
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out.	Report for noting only

Appendices:

- Attendance Management Report: Analysis for period ending on 30th June 2023
- Recruitment Report - Advert & Selection
- Recruitment Report – Appointments
- Workforce Profile



**ATTENDANCE MANAGEMENT:
ANALYSIS FOR PERIOD
ENDING
30 June 2023**

1.0 OVERVIEW

This report provides Council with detailed information in relation to sickness absence levels in the organisation. The report also provides a summary of how sickness absence is being monitored and managed.

2.0 ROLLING YEAR

JULY 2022 - JUNE 2023

For information purposes the Council's workforce at the end of June 2023 was 779, with 705.11 'Full Time Equivalent' (FTE) posts.

Full Council	01.05.22 - 30.04.23	01.06.22 - 31.05.23	01.07.22- 30.06.23
Total Possible Days	155,852.10	156,100.72	153,566.84
Days Lost Through Short Term Sickness	2,953.50	2,993.30	2812.3
Days Lost Through Long Term Sickness	10,026.50	10,172.50	10,492.50
Short Term Lost Time Rate	1.90%	1.92%	1.83%
Long Term Lost Time Rate	6.43%	6.52%	6.83%
Total Lost Time Rate	8.33%	8.43%	8.66%
Days lost per employee	16.16	16.37	17.07

2.1 ACTUAL MONTHS

APRIL 2023 – JUNE 2023

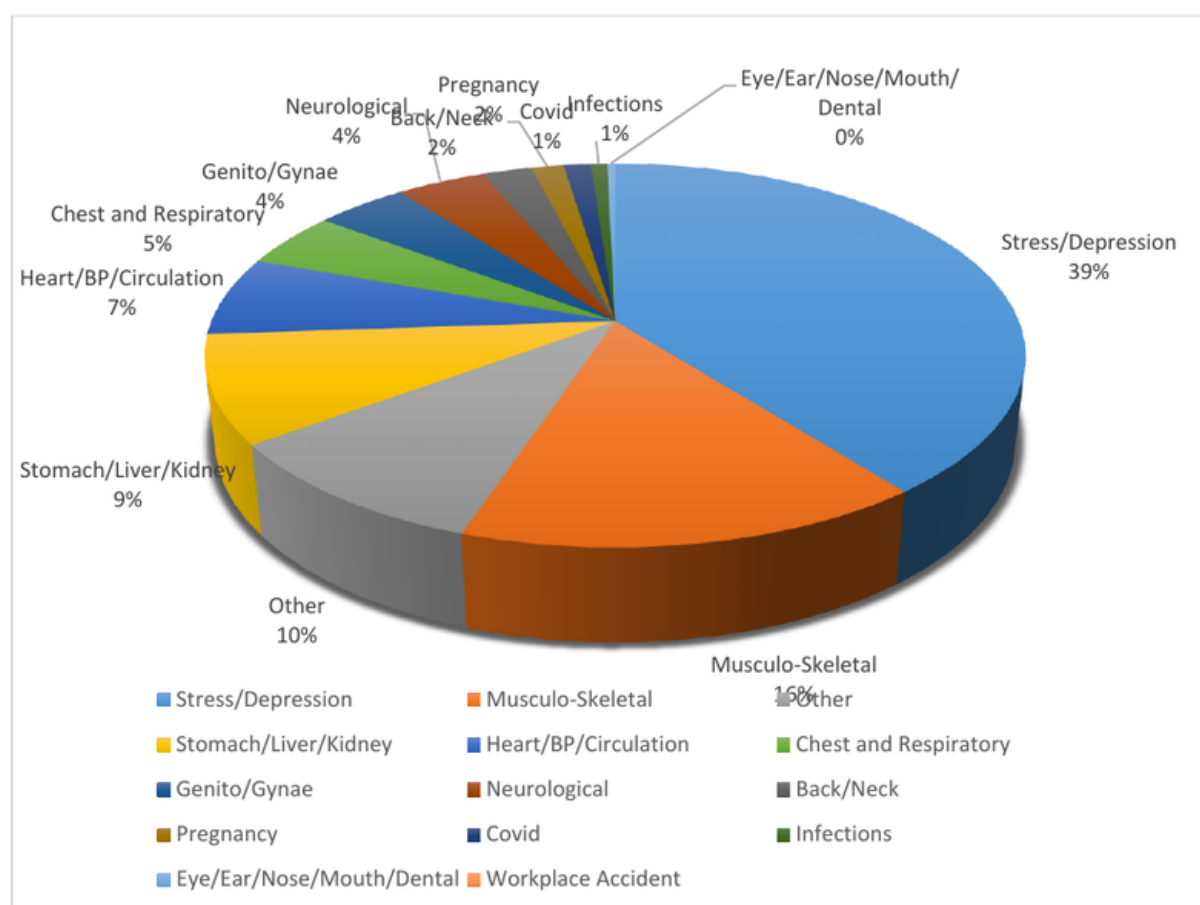
Full Council	April 2023	May 2023	June 2023	Qtr 1
Total Possible Days	13,092.31	13,209.42	12,837.48	39,139.21
Days Lost Through Short Term Sickness	204.00	249.80	242.50	696.30
Days Lost Through Long Term Sickness	658.00	810.00	839.00	2,307.00
Short Term Lost Time Rate	1.56%	1.89%	1.89%	1.78%
Long Term Lost Time Rate	5.03%	6.13%	6.54%	5.89%
Total Lost Time Rate	6.58%	8.02%	8.42%	7.67%
Days lost per employee	1.21	1.46	1.52	4.20

2.2 Absence Analysis by Reason Qtr 1 April 2023 – June 2023

Reason	Days Lost Previous Qtr	Days Lost Current Qtr	Variance
Stress/Depression/Mental Health	933.00	1,171.00	238.00
Other Musculo-Skeletal Problems	362.00	464.00	102.00
Other	657.00	289.00	-368.00
Stomach/Liver/Kidney/Digestive	137.00	269.30	132.30

The single biggest reason for sickness in the first quarter of 2023/2024 is **Stress/Depression/Mental Health** with an increase of **238** days from the previous quarter followed by **Other/Musculo-Skeletal problems** with an increase of **102** days. There has been a decrease in illnesses that fall under the “Other” category of **368** days. These figures include employees who have been absent from work due to Cancer, Bereavement, Accident, Diabetes etc.

There has also been an increase of **132** days in the Stomach/Liver/Kidney/Digestive categories.



The pie chart overleaf provides a visual illustration of the absence reasons for sickness absence in the first quarter (April 2023 – June 2023). The list of absence reasons are in descending order e.g. the most frequent cause for long term sickness is *Stress/ Depression/ Mental Health absences (39%).

* Stress/ Depression/ Mental Health absences consists of a number of different reported illnesses including anxiety, depression, fatigue, insomnia, manic depression/bipolar depression, nervous disorder, personal problems, home stress, relationship problems, shock/trauma, and stress.

2.3 Days Lost - All Employees Previous Qtr vs Current Qtr

Org Structure	Days Lost Previous Qtr (FTE)	Days Lost Current Qtr (FTE)	Variance
Full Council	3,185.50	3,003.30	-182.20

The above table demonstrates that during the previous quarter (January 2023 – March 2023) there has been a reduction of 182.20 days sickness absence in the first quarter of 2023/2024.

2.4 Average Days Lost Duration Previous Qtr vs Current Qtr

Org Structure	Ave Days Lost Duration Previous Qtr (FTE)	Ave Days Lost Duration Current Qtr (FTE)	Variance
Full Council	17.42	20.66	3.24

The above table shows the duration of sickness absence based on FTE has increased by 3.24 days compared to the previous quarter.

This means that whilst there has been a reduction in the number of days lost per employee as detailed in section 2.3, those who have been off sick, especially those on long term absence have on average been off for longer.

3.0 ACTIONS TAKEN

Reducing sickness absence is and must remain a top priority for the Council.

It is imperative that all Line Managers follow the processes which are in place, utilise the support which is available, and spend the time required to make sure their staff are in work, healthy and productive.

This is important in relation to our duty of care to our workforce, as an employer, but also important in terms of finances and productivity as high absence levels can affect the performance of services provided.

3.1 SHORT TERM SICKNESS

Short-term sickness absence is broadly defined as frequent, recurring periods of sickness absence which do not relate to an underlying health issue.

A review of absence will be conducted once appropriate trigger points indicate to management that a particular employee's pattern of absence has reached a point where there may be cause for concern and a need to investigate. The use of trigger points will ensure a consistent approach to the control of absence in such circumstances.

Employees who have met the appropriate trigger points are set Targets for improvement in line with the Policy for Managing Attendance.

Employees who have reached any stage of the formal procedure more than once within a 24 month period, have a review of their absence history carried out by their Manager, in conjunction with HR, who may escalate to a further stage of the procedure, depending on the circumstances. The Policy for Managing Attendance is currently being reviewed to ensure that the Council is managing sickness absence in the most effective and efficient way possible. As part of this the current trigger points are being reviewed.

3.2 LONG TERM SICKNESS

Long-term sickness absence, for the purpose of the sickness absence management policy, is defined as a continuous period of absence of 28 calendar days or more.

The Policy for Managing Attendance stipulates a review of the employee's absence at the three-month stage with consideration being given to the nature of the illness and how long it is expected to continue for. If the employee does not return by the six-month stage they may be required to attend a hearing with a Panel to consider the potential of being ill health retired or dismissed.

Absence figures for the Council are reported on a rolling yearly basis, the Council therefore needs to take into consideration that it will take time to see the impact on these figures for the Council.

3.3 EXTERNAL FACTORS

There are a number of factors influencing the rise in both our short term and long term sickness absence figures. The effects of the COVID-19 pandemic have placed additional stresses on an already overwhelmed NHS system. As a result of which NHS waiting lists in Northern Ireland are extremely lengthy and this is causing delays for many of our employees who are waiting on medical appointments and treatment.

3.4 USEL

The Council continues to work in partnership with USEL a government based organisation who can assist employers with absence relating to physical impairment or mental health issues. They offer services such as Physiotherapy and Counselling at no cost to the Council.

The Employment Services Officer keeps in regular contact with employees (normally bi-weekly).

Currently there are 12 employees on both the Workable (NI) Programme and Condition Management Programme. Employees must be at work or committed to coming back to the workplace to avail of the programme. All employees have been referred to various programmes and are receiving support and assistance.

4.0 ORGANISATIONAL ACTION IN RELATION TO STAFF ABSENCE

A range of measures are in place across the Council to ensure that effective absence management can be demonstrated in all areas and areas of concern are identified and appropriate actions put in place.

The Chartered Institute of Personnel and Development (CIPD) is the professional body for HR and People development. The CIPD is committed to championing better work and working lives, building HR capabilities, shaping ideologies and setting standards for best practices. They have been setting the benchmark for excellence in HR and Learning and Development for more than 100 years with 140,000 members globally.

The Chartered Institute of Personnel and Development (CIPD) Absence Survey 2016 reports that the most common methods of managing sickness absence are as follows:

Rank order of methods	L&CCC
1. Return to Work Interviews	✓
2. Occupational Health Involvement	✓
3. Sickness absence information given to line managers	✓
4. Trigger Mechanisms to review attendance	✓
5. Flexible working	✓
6. Changes to working patterns or redeployment	✓

7. Risk Assessment to aid return to work after long-term absence	✓
8. Line Manager take primary responsibility for managing sickness	✓
9. Employee	✓
10. Disciplinary procedure for unacceptable absence	✓

As indicated by the above table all of the managing attendance methods are already utilised by Council.

5.0 OTHER ACTIONS

- From 1st April 2022 to date, 118 First Improvement Notices, 14 Second Improvement Notices, and 5 Third Improvement Notices have so far been issued to employees in relation to sickness absences.
- From April 2022, 8 employees have left employment from the Council through either NILGOSC Ill Health Retirement or Ill Health dismissals. There is a further NILGOSC application in progress.
- The HR & OD Unit continues to focus on the Directorates that have the highest absence levels in the Council. Meetings have been held to develop action plans to target these areas. These meetings are held on a regular basis with the relevant line managers or Head of Service if applicable. The purpose of these meetings is to ensure that managers continue to prioritise the management of sickness absence, to identify any patterns of sickness absence and to determine what support and assistance can be provided by the HR & OD Unit. Actions have been taken where employees do not appear to be complying with policy.
- Heads of Service are notified of the employees who are absent within their Units. Non-compliance issues are also captured on these reports if applicable to the Unit.
- Dedicated HR Rep for Long & Short Term Sickness absence, working in partnership with Managers offering a supportive and coaching approach to tackling attendance issues.
- Encouragement of early intervention and open discussions between managers and employees to proactively tackle issues early to stop them becoming long term problems.
- Continued focus on reducing sickness and promoting Health and Wellbeing as part of regular management team meetings.
- Voluntary contribution employee Healthcare Schemes are ongoing. It had been planned to hold additional roadshows to encourage more employees and members to join. However due to the pandemic this has not been possible. We have however organised virtual zoom presentations with one of the Healthcare Schemes to help promote their services. The in-person roadshows will be reorganised when feasible to do so.

- The Council leads the sub group for Managing Attendance established through PPMA. The Northern Ireland Fire Service and Housing Executive are also represented on the group enabling the Council to benchmark with external organisations. Meetings continue to be held on a quarterly basis.
- We have undertaken to review the Policy for Managing Attendance during 2023 and are consulting with Council recognised trade unions in relation to this.

A number of new initiatives are also in place or under development to support staff and managers across the organisation; these include:

- Further development work with representatives in each Service unit to support managing attendance in their area, and to help them support staff. This will cover areas including:
 - Regular meetings to discuss cases and underlying concerns/issues.
 - Stress Risk Assessments.
 - Identification of any issues which impact on attendance.
 - Exploring the suitability and viability of services available USEL/ Imaginelf/Family Works Counselling, StayWell Hub and Mental Health First Aiders
- Developing a Programme of Wellbeing Training for managers (mental health focus) to be delivered.
- We have undertaken to develop and implement a Health & Wellbeing Strategy.

6.0 HEALTH & WELLBEING

There are a number of Health and Wellbeing initiatives which are being utilised to support employees in the workplace on a daily, weekly or monthly basis. Those which have been ongoing since the last report on absence are shown below:

April	May	June
April Wellbeing focus – Mental Health	May Wellbeing focus – Physical Activity Health	March Wellbeing focus – Women’s Health
Managing Stress to coincide with National Stress Awareness Month	Parents Emotional Health Webinar	Active Travel Challenge
Putting the spotlight on Anxiety Webinar	Preventing Skin Cancer information	Promoting Healthy Lifestyles
		Men’s Health Week

		<p>Nutrition in the Workplace webinar</p> <p>Active Travel Challenge</p> <p>Caring for our Carers counselling session</p>
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7.0 UPCOMING HEALTH & WELLBEING INITIATIVES

There are a number of Health & Wellbeing initiatives and activities which are planned for the next quarter, some of which have already taken place, including;

- Summer Strive programme for Employees & Members in conjunction with Parks & Amenities
- August Wellbeing Focus – The Environment
- Session with Imagine If/Family Works Counselling on Transition for children and young adults as they change classes, schools or move onto University.
- World Suicide Prevention Day
- Happiness at Work Day

Recruitment Committee Report - Advert & Selection

Recruitment Committee Report Part 1 - Advertising & Selection Stages

Primary	Status	Post Title	Department	Unit	Total Number of Posts Required	Type of Post
JF3349	00_Pre-Advert	Administrative Assistant (Part-time)	Environmental Services	Building Control & Sustainability	0.5	Permanent - Part Time
JF3273	00_Pre-Advert	Senior Deputy Registrar	Finance & Corporate Services	Corporate Communications & Administration	1	Permanent - Full Time
JF3351	00_Pre-Advert	Head of Service Parks & Amenities	Leisure & Community Wellbeing	Parks & Amenities	1	Fixed Term - Full Time
JF3216	00_Pre-Advert	Admin Assistant - LVLP	Leisure & Community Wellbeing	Sports Services	1	Permanent - Full Time
JF3345	00_Pre-Advert	Casual Operations Co-ordinator	Leisure & Community Wellbeing	Sports Services	5	Casual
JF3350	00_Pre-Advert	Vending Assistant	Leisure & Community Wellbeing	Sports Services	1	Permanent - Full Time
JF3352	00_Pre-Advert	Swimming Teacher - Casual	Leisure & Community Wellbeing	Sports Services	5	Casual
JF3353	00_Pre-Advert	Human Resources & Organisation Development Officer	Organisation Development & Innovation	HR & OD	1	Fixed Term - Part Time
JF3310	01_Advert Live	Waste Development & Communications Officer	Environmental Services	Waste Management & Operations	1	Permanent - Full Time
JF3346	01_Advert Live	Operations Manager	Leisure & Community Wellbeing	Sports Services	1	Fixed Term - Full Time
JF3343	01_Advert Live	Equality Officer	Organisation Development & Innovation	HR & OD	1	Permanent - Part Time
JF3348	01_Advert Live	Project Support Officer	Organisation Development & Innovation	IT & Commercialisation	1	Permanent - Full Time
JF3347	01_Advert Live	Regeneration and Infrastructure Officer	Regeneration & Growth	Economic Development	1	Fixed Term - Full Time
JF3334	02_Awaiting Shortlisting	Head of Parks and Amenities	Leisure & Community Wellbeing	Parks & Amenities	1	Permanent - Full Time
JF3326	02_Awaiting Shortlisting	FT receptionist	Leisure & Community Wellbeing	Sports Services	1	Fixed Term - Full Time
JF3336	02_Awaiting Shortlisting	Head of HR&OD (Acting up in the first instance while post is formally recruited)	Organisation Development & Innovation	HR & OD	1	Permanent - Full Time
JF3338	02_Awaiting Shortlisting	Head of IT and Commercialisation	Organisation Development & Innovation	IT & Commercialisation	1	Permanent - Full Time
JF3344	02_Awaiting Shortlisting	Business Development Manager (Commercialisation)	Organisation Development & Innovation	IT & Commercialisation	1	Permanent - Full Time
JF3280	03_Awaiting Test	Clerical Officer	Environmental Services	Waste Management & Operations	1	Permanent - Full Time
JF3341	04_Awaiting Interview	Porter	Finance & Corporate Services	Corporate Communications & Administration	1	Permanent - Full Time
JF3316	04_Awaiting Interview	3 x F/T Health and Fitness Officer - Permanent, 1 x Health and Fitness Officer fixed term, 1 x P/T Health and Fitness Officer, Casual Health and Fitness Officers	Leisure & Community Wellbeing	Sports Services	10	Permanent - Full Time Fixed Term - Part Time Casual
JF3332	04_Awaiting Interview	Recreation Assistant (Part Time)	Leisure & Community Wellbeing	Sports Services	2	Permanent - Part Time
JF3331	04_Awaiting Interview	Area Manager - Local Facilities	Leisure & Community Wellbeing	Sports Services	1	Permanent - Full Time
JF3337	04_Awaiting Interview	casual recreation attendant	Leisure & Community Wellbeing	Sports Services	6	Casual
JF3324	04_Awaiting Interview	Facilities Services Apprentice	Leisure & Community Wellbeing	Sports Services	1	Fixed Term - Full Time
JF3333	04_Awaiting Interview	IT Apprentice	Organisation Development & Innovation	IT & Commercialisation	1	Fixed Term - Full Time

Recruitment Committee Report 2 - Appointments

Recruitment Committee Report Part 2 - Appointment Stages

Primary	Status	Post Title	Department	Unit	Total Number of Posts Required	Type of Post
JF3300	06_Pre-Employment in Progress	Admin Apprentice Events Management	Environmental Services	Parks & Amenities	1	Fixed Term - Full Time
JF3321	06_Pre-Employment in Progress	Apprentice Construction & Plant	Environmental Services	Waste Management & Operations	1	Fixed Term - Full Time
JF3339	06_Pre-Employment in Progress	Caretaker Part Time	Leisure & Community Wellbeing	Communities	1	Permanent - Part Time
JF3333	06_Pre-Employment in Progress	Admin Apprentice Parks & Amenities	Leisure & Community Wellbeing	Parks & Amenities	1	Fixed Term - Full Time
JF3322	06_Pre-Employment in Progress	JF3322 - Horticultural Apprentice (Parks)	Leisure & Community Wellbeing	Parks & Amenities	1	Fixed Term - Full Time
JF3320	06_Pre-Employment in Progress	JF3320 - Horticultural Apprentice (Sports turf/golf)	Leisure & Community Wellbeing	Parks & Amenities	1	Fixed Term - Full Time
JF3258	06_Pre-Employment in Progress	Senior Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	06_Pre-Employment in Progress	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	06_Pre-Employment in Progress	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	06_Pre-Employment in Progress	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3328	06_Pre-Employment in Progress	Marketing Apprentice	Leisure & Community Wellbeing	Sports Services	1	Fixed Term - Full Time
JF3319	06_Pre-Employment in Progress	HR Apprentice	Organisation Development & Innovation	HR & OD	1	Fixed Term - Full Time
JF3314	06_Pre-Employment in Progress	Project Management Officer	Organisation Development & Innovation		1	Fixed Term - Full Time
JF3329	06_Pre-Employment in Progress	Tourism Apprentice	Regeneration & Growth	Economic Development	1	Fixed Term - Full Time
JF3325	06_Pre-Employment in Progress	City Centre Events Assistant - Apprentice role	Regeneration & Growth	Economic Development	1	Fixed Term - Full Time
JF3252	07_Firm Offer Pending	Environmental Health Placement Student (Fixed Term)	Environmental Services	Environmental Health, Risk & Emergency Planning	1	Fixed Term - Full Time
JF3227	07_Firm Offer Pending	Civic Amenity Assistant Supervisor	Environmental Services	Waste Management & Operations	1	Permanent - Full Time
JF3318	07_Firm Offer Pending	apprentice	Leisure & Community Wellbeing	Communities	1	Fixed Term - Full Time
JF3260	07_Firm Offer Pending	Contracted Leisure Attendant & Trainee Leisure Attendant & Casual Leisure Attendants	Leisure & Community Wellbeing	Sports Services	1	Permanent - Full Time
JF3260	07_Firm Offer Pending	Contracted Leisure Attendant & Trainee Leisure Attendant & Casual Leisure Attendants	Leisure & Community Wellbeing	Sports Services	1	Permanent - Part Time
JF3267	07_Firm Offer Pending	Full & Part Time Trainee Leisure Attendant	Leisure & Community Wellbeing	Sports Services	1	Permanent - Full Time
JF3267	07_Firm Offer Pending	Full & Part Time Trainee Leisure Attendant	Leisure & Community Wellbeing	Sports Services	1	Permanent - Full Time
JF3267	07_Firm Offer Pending	Full & Part Time Trainee Leisure Attendant	Leisure & Community Wellbeing	Sports Services	1	Permanent - Full Time
JF3267	07_Firm Offer Pending	Full & Part Time Trainee Leisure Attendant	Leisure & Community Wellbeing	Sports Services	1	Permanent - Part Time
JF3267	07_Firm Offer Pending	Full & Part Time Trainee Leisure Attendant	Leisure & Community Wellbeing	Sports Services	1	Permanent - Part Time
JF3267	07_Firm Offer Pending	Full & Part Time Trainee Leisure Attendant	Leisure & Community Wellbeing	Sports Services	1	Permanent - Part Time
JF3267	07_Firm Offer Pending	Full & Part Time Trainee Leisure Attendant	Leisure & Community Wellbeing	Sports Services	1	Permanent - Part Time
JF3302	07_Firm Offer Pending	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3327	07_Firm Offer Pending	Administration Apprentice (Sports Services)	Leisure & Community Wellbeing	Sports Services	1	Fixed Term - Full Time
JF3187	07_Firm Offer Pending	Programmes Officer	Regeneration & Growth	Economic Development	1	Permanent - Full Time
JF3300	07_Firm Offer Pending	City Centre Events and Marketing Officer	Regeneration & Growth	Economic Development	1	Permanent - Full Time
JF3340	08_Firm Offer Issued	Assistant Accountant	Finance & Corporate Services	Finance	1	Fixed Term - Full Time
JF3277	08_Firm Offer Issued	Gallery Attendant(s) GATT Posts	Leisure & Community Wellbeing	Communities	1	Casual
JF3233	08_Firm Offer Issued	Health & Fitness Officer	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3258	08_Firm Offer Issued	Senior Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3260	08_Firm Offer Issued	Contracted Leisure Attendant & Trainee Leisure Attendant & Casual Leisure Attendants	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3260	08_Firm Offer Issued	Contracted Leisure Attendant & Trainee Leisure Attendant & Casual Leisure Attendants	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3260	08_Firm Offer Issued	Contracted Leisure Attendant & Trainee Leisure Attendant & Casual Leisure Attendants	Leisure & Community Wellbeing	Sports Services	1	Permanent - Part Time
JF3302	08_Firm Offer Issued	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	08_Firm Offer Issued	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	08_Firm Offer Issued	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	08_Firm Offer Issued	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	08_Firm Offer Issued	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	08_Firm Offer Issued	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	08_Firm Offer Issued	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	08_Firm Offer Issued	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3299	08_Firm Offer Issued	LGTG Coordinator	Organisation Development & Innovation	HR & OD	1	Fixed Term - Full Time
JF3302	09_Terms & Conditions Returned	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	09_Terms & Conditions Returned	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual
JF3302	09_Terms & Conditions Returned	Casual Recreation Assistant	Leisure & Community Wellbeing	Sports Services	1	Casual

WORKFORCE PROFILE
August Committee Report

Department & Unit	Employees at 1st August 2023			Headcount			Agency staff as of 1st August 2023			Agency Headcount		
	FTE	PT	TOTAL	FTE	PT	TOTAL	FTE	PT	TOTAL	FTE	PT	TOTAL
Chief Executive's Office												
Chief Executive's Office	2	0.4	2.4	2	1	3	0	0	0	0	0	0
Audit, Risk & Performance	6	0	6	6	0	6	1	0	1	1	0	1
Total CEO	8	0.4	8.40	8	1	9	1	0	1	1	0	1
Finance and Corporate Services												
Corporate Communications & Administration	37	6.76	43.76	37	13	50	2	0.43	2.43	2	1	3
Director - Finance and Corporate Services	2	0.41	2.41	2	1	3	0	0	0	0	0	0
Finance	15	0.8	15.8	15	1	16	1	0	1	1	0	1
Total CS	54	7.97	61.97	54	15	69	3	0.43	3.43	3	1	4
Environmental Services												
Director - Environmental Services	3	0	3	3	0	3	0	0	0	0	0	0
Environmental Health	35	6.3	41.3	35	10	45	4	0.5	4.5	4	1	5
Waste Management & Operations	151	3.76	154.76	151	7	158	43	0	43	43	0	43
Building Control	21	1.1	22.1	21	2	23	0	0.4	0.4	0	1	1
Total ES	210	11.16	221.16	210	19	229	47	0.9	47.9	47	2	49
Leisure and Community Wellbeing												
Communities	51	7.96	58.96	51	12	63	4	3.31	7.31	4	6	10
Director - Leisure and Community Wellbeing	2	0.6	2.6	2	1	3	0	0	0	0	0	0
Parks and Amenities	87	2.92	89.92	87	5	92	4	0	4	4	0	4
Sports Services	102	32.45	134.45	102	71	173	9	9.03	18.03	9	11	20
Total LCW	242	43.83	285.83	242	89	331	17	12.34	29.34	17	17	34
Regeneration Growth												
Director - Service Transformation and Regeneration Growth	3	0	3	3	0	3	0	0	0	0	0	0
Economic Development	20	3.31	23.31	20	6	26	1	0	1	1	0	1
Planning & Capital Development	29	7.42	36.42	29	11	40	0	0.8	0.8	0	1	1
Assets	30	4.34	34.34	30	7	37	1	0.8	1.8	1	1	2
TOTAL STRG	82	15.07	97.07	82	24	106	2	1.6	3.6	2	2	4
Organisation Development and Innovation												
Director - Organisation Development and Innovation	2	0	2	2	0	2	0	0	0	0	0	0
IT and Innovation	12	0	12	12	0	12	0	0.8	0.8	0	1	1
Human Resources and Organisation Development	18	5.88	23.88	18	10	28	1	0	1	1	0	1
TOTAL ODI	32	5.88	37.88	32	10	42	1	0.8	1.8	1	1	2
Total Employees (FTE / Headcount)	628	84.31	714.92	628	158	786	71	16.07	87.07	71	23	94

* These figures include all agency workers who may be placed for the following reasons: to cover vacancies, maternity, long term sick, project or seasonal work

Total Headcount August 2023	Full-time	Part-time	Total
Employees	628	158	786
Agency Workers	71	23	94

Total Headcount May 2023	Full-time	Part-time	Total
Employees	630	152	782
Agency Workers	73	13	86

Other Totals	Number
Total fixed term workers	86
Total current secondments/transfers (internal/external)	14
Total students	3

Last quarter did not include acting up



Committee:	Corporate Services
Date:	13 th September 2023
Report from:	Head of Finance

Item for:	Decision
Subject:	Local Government Staff Commission

1.0	<u>Background and Key Issues</u>	
1.1	The annual subscription was presented to Members at the Corporate Services Committee held on 8 th March 2023.	
1.2	<p>It was agreed at the meeting that the payment of the Council's contribution to the Local Government Staff Commission (LGSC) for 2023/2024 be deferred and a letter be forwarded to the LGSC expressing dissatisfaction that the provisional date for its dissolution had again been extended, this time to the 31st March 2025; and</p> <p>seeking the following:-</p> <ul style="list-style-type: none"> • the remit of the LGSC, together with details of their activities over the past 12 months so that a comparison between remit and tasks carried out could take place; • the Key Performance Indicators of the LGSC; • LGSC's customer service survey/questionnaire. 	
1.3	Attached for Member's consideration is a letter from LGSC to the Director of Finance and Corporate Services and a report detailing information requested.	
1.4	The contribution required from Lisburn & Castlereagh City Council is 6.88% of the overall net cost (£377,742) which amounts to £25,974 (£31,359 22/23). This represents a decrease on 2022/2023 contribution of £5,385.	
1.5	The budget for 2023/24 has been set at £32,300 and therefore is a saving of £6,326.	
2.0	<p><u>Recommendation</u></p> <p>It is recommended that:-</p> <p>Members consider the correspondence attached and the Council's contribution to Local Government Staff Commission for 2023/24 of £25,974 (excluding VAT) be processed for payment.</p>	
3.0	<p><u>Finance and Resource Implications</u></p> <p>From within existing 2023/24 budgets.</p>	
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	No

4.2	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out Not Applicable	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out. Not Applicable	

Appendices:	Local Government Staff Commission letter to Director Local Government Staff Commission report
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CHAIRPERSON
Mr Bumper Graham

86

30 June 2023

Cara McCrory
Director of Finance and Corporate Services
Lisburn and Castlereagh City Council

By email to: cara.mccrory@lisburnandcastlereagh.gov.uk

Dear Cara

RE: DISSOLUTION FUNDING AND CONTINUING OPERATIONS 2023/2024

Thank you for your letter dated 21 March 2023 as per my letter of 22 February 2023 regarding the above.

Further to my correspondence dated 24 March 2023 you are aware the Commission considered the request for information from the Council's Corporate Services Committee on 23 May 2023 and I am pleased to enclose the agreed response entitled 'Report for the Corporate Services Committee, Lisburn and Castlereagh City Council'.

In relation to the specific information requested please refer to the following pages of the enclosed report:

- The remit of the Commission, pages 2 and 3
- Details of activities over the past 12 months, pages 5 to 11
- The Commission key performance indicators, pages 4 to 11
- The Commission's customer service survey/questionnaire, page 12

If I can be of any future assistance, please contact me.

Yours sincerely

Diana Stewart
Director of Corporate Services

Enc 'Report for the Corporate Services Committee, Lisburn and Castlereagh City Council'

**THE LOCAL GOVERNMENT STAFF COMMISSION
FOR NORTHERN IRELAND**

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**REPORT
FOR THE CORPORATE SERVICES COMMITTEE,
LISBURN AND CASTLEREAGH CITY COUNCIL**

June 2023

“Achieving Excellence through People”



The Local Government Staff Commission
for Northern Ireland

Purpose of this Report

This document has been prepared for Lisburn and Castlereagh City Council's Corporate Services Committee following a request that the following information is provided:

- The remit of the Commission, together with details of activities over the past 12 months so that a comparison between remit and tasks carried could take place;
- The key performance indicators of the Commission, and
- The Commission's customer service survey/questionnaire

Throughout the year the Commission continued to deliver high quality services to local Councils and the Northern Ireland Housing Executive (NIHE), supporting the recovery and renewal of services ensuring that our sector not only recovers from the pandemic but continues to improve and transform.

Since April 2017 the Commission has continued to reduce its core staff (previously 10 full time employees). From September 2022 staffing has comprised one fixed term full time employee and two part-time employees, one on a fixed term contract and one on a consultancy basis. The services provided to local government and the NI Housing Executive by the Commission continue at a high level despite the reduced staffing level and staff morale has been maintained during a period of continuing uncertainty and financial challenges.

The 2022/23 year was productive with support and assistance provided to Councils and the Northern Ireland Housing Executive, with Commission Members and the Officer team continuing to deliver significant progress towards the achievement of the Commission's mission to "*achieve excellence through people*". The Commission remains committed to delivering high quality services to the sector and we look forward to working all our stakeholders and partners in the incoming year.

Whilst we await the Minister's decision on the outcome of the consultation to ascertain if there are any reasons that the Executive decision to dissolve the Commission should be reconsidered, in November 2022 the Permanent Secretary, Department for Communities confirmed an extension to the provisional date for the dissolution of the Commission to 31 March 2025.

Due to the ongoing difficulties encountered by the NI Assembly, it has not been possible to have the necessary 'Local Government Staff Commission (Dissolution) Order (Northern Ireland)' in place to wind up the Commission as planned.

Accordingly, the Department for Communities (DfC) reconstituted the Commission membership with effect from 01 April 2017 (up to the final dissolution date) and the Commission continues to develop a Management and Dissolution Plan to enable it to continue to implement its statutory duties.

The Local Government Staff Commission for Northern Ireland



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STATUS OF THE COMMISSION

The Local Government Staff Commission for Northern Ireland (The Commission) is an Executive Non-Departmental Public Body established under the Local Government Act (NI) 1972. The Commission's powers were later extended under the Housing Orders 1976 and 1981 and the Local Government (Miscellaneous Provisions) (NI) Order 1992.

The Commission is an Arm's Length Body of the Department for Communities (DfC), and the Department determines the Commission's performance framework in consideration of the Department's wider strategic aims and current key commitments. The areas of operation, timeline and performance measures for the Commission are set out in this Management Plan, which is approved by the Minister. The Minister is accountable to the Assembly for the activities and performance of the Commission. The Departmental Accounting Officer has designated the Director of Corporate Services of the Commission as the Commission's Accounting Officer.

In general, the terms of reference for the Commission are to exercise:

'general oversight of matters connected with the recruitment, training and terms and conditions of employment of officers of councils and the Northern Ireland Housing Executive and of making recommendations to councils and the Northern Ireland Housing Executive on such matters.'

[Local Government Act (Northern Ireland) 1972 as amended by the Housing Orders (NI) 1976 and 1981]

STATEMENT OF PURPOSE

To be the strategic organisation for the development of human resource management and the promotion of excellence through people in the delivery of local government services in Northern Ireland.

LEGISLATION AND REMIT

In addition to the Commission's general oversight role, the following specific functions are detailed in the Local Government Act (Northern Ireland) 1972, as amended by the Housing Orders (NI) 1976 and 1981 and the Local Government (Miscellaneous Provisions) (NI) Order 1992.

The functions of the Staff Commission shall include: -

Equality of Opportunity

- a) Establishing in such a manner as the Staff Commission thinks fit, bodies (to be known as "advisory appointment panels") for the purpose of giving advice to councils on the suitability of applicants for appointment to the office of clerk and to other offices for which qualifications are prescribed under section 41 (including the making of a selection of persons who may be treated as eligible for such appointments).

(Local Government Act (Northern Ireland) 1972 as amended)

- b) Establishing a code of procedure for securing fair and equal consideration of applications to councils and to the Executive¹ by persons seeking to be employed by them as officers, and fair and equal treatment of persons who are so employed.

(Local Government Act (Northern Ireland) 1972 as amended)

- c) Monitoring “the fair employment practices of councils and their compliance with statutory requirements in relation to fair employment”.

(Local Government (Miscellaneous Provisions) (NI) Order 1992)

Advisory and Support Services

- d) Assessing the probable future requirements of councils and of the Executive for the recruitment of officers and securing publicity for the opportunities that are available to persons who may seek employment as such officers;

(Local Government Act (Northern Ireland) 1972 as amended)

Promoting Co-Operation

- e) Promoting co-operation between councils, the Executive, public bodies, government departments and educational institutions in matters connected with the recruitment, training and terms and conditions of employment of officers, and promoting the temporary transfer of officers (with their consent) in pursuance of arrangements made between councils, between councils and the Executive or between councils or the Executive and any such bodies, departments or institutions;

(Local Government Act (Northern Ireland) 1972 as amended)

Training and Development

- f) Promoting or assisting the development of, or providing, facilities for the training of officers;

(Local Government Act (Northern Ireland) 1972)

Employee Relations

- g) ‘Promoting or assisting the establishment of, or establishing, procedures for the negotiation between councils, the Executive and officers of councils or the Executive or associations representing any of them, of standard rates of remuneration, or other terms and conditions of employment, for officers of councils or the Executive and recommending the adoption by councils and the Executive of rates, terms and conditions so negotiated.’

(Local Government Act (Northern Ireland) 1972 as amended)

¹ The term ‘Executive’ refers to the Northern Ireland Housing Executive.

KEY PERFORMANCE AREAS

Throughout 2022/23 the Commission concentrated on delivering the objectives that were set out in the Management and Dissolution Plan 2022-23 (the Plan). This defined our overall objectives and key performance areas for the year as detailed below:

Key Area 1 – Essential Statutory Functions

The delivery of the Commission's statutory functions during the management and dissolution period and the integration of designated functions within councils, including:

- Advisory Appointments Panels
- Code of Procedures on Recruitment and Selection
- Code of Conduct for Local Government Officers
- Negotiating Machinery

Key Area 2 – Oversight of Statutory Functions Transferred to Councils on Dissolution

To maintain oversight of the functions already transferred to councils in line with the planned 31 March 2017 dissolution date and in addition continue to provide:

- Advisory and support services
- Learning and development
- Monitoring of Fair Employment Practices

This oversight ensures the proper discharge of the Commission's functions during the pre-dissolution period.

Key Area 3 – Corporate Governance

To ensure continuing good governance, accountability, and operational management of the Commission as a statutory body, including:

- Provision and maintenance of a sound system of control (audit, risk etc.)
- Finance and Administration
- Orderly Dissolution Arrangements

PERFORMANCE

All staff take personal responsibility for ensuring that the objectives as detailed in the Plan are met in their day-to-day work and areas of responsibility are individually assessed. These objectives are challenging, and regular monitoring takes place to ensure compliance and detailed reports are presented regularly to the Commission and the Department for Communities.

KEY AREAS OF WORK FROM 01 MARCH 2022 TO 31 MARCH 2023

This section highlights the activities the Commission has undertaken in 2022/23. All our strategic objectives were matched with outputs and related to initiatives to ensure increased effectiveness.

The Management and Dissolution actions relate to main Key Performance Areas as follows:

KEY PERFORMANCE AREA 1 ESSENTIAL STATUTORY FUNCTIONS	
1. ADVISORY & APPOINTMENT PANELS and CODE OF PROCEDURES ON RECRUITMENT & SELECTION	
AREAS OF OPERATION	ACTIONS
<p>We will assist Councils to implement the Code of Procedures on Recruitment and Selection and provide advice on best practice in recruitment and selection as required.</p>	<ol style="list-style-type: none"> 1. Provide assistance with recruitment exercises for senior posts in Councils and the NIHE, as required in line with agreed procedures. 2. Provide advice on best practice recruitment and selection training on an ongoing basis. 3. Attend meetings of the recruitment working group when appropriate and provide assistance, as required. 4. Advise Councils and the NIHE on the use of assessment centres and situational judgement tests, as required. 5. Implement the Observer Strategy for the recruitment of senior posts. 6. Review of the Code of Practice for Recruitment & Selection, to include assessment testing and assist Councils to implement new techniques. 7. Review the regional competency framework. 8. Issue a new Code of Procedures to Councils to coincide with the Dissolution Order and provide training to Councils on the provisions of the new Code. <p>Measured by:</p> <ul style="list-style-type: none"> • The number of senior recruitment exercises the Commission has provided assistance with. • The number of councils the Commission has assisted with assessment centres/situational judgement tests • The number of posts in councils and NIHE where the Commission acted as an Observer • Revised Code of Procedures being prepared. • Revised Competency Framework being prepared. • Agreed arrangements in place for post-dissolution.
<p>Activities:</p> <ul style="list-style-type: none"> ➤ The Commission administered Chief Executive exercises on behalf of Belfast City Council, Mid and East Antrim Borough Council (twice) and arc21. ➤ The Commission assisted councils and the NIHE with 21 assessment centres/situational judgement tests ➤ Assistance was provided to councils and the NIHE to implement the Code of Procedures on Recruitment and Selection, to include the delivery of the Observer Strategy for 57 recruitment panels for senior posts. ➤ Initial consultation on a revised Code of Procedures was undertaken in January 2023 ➤ A scoping exercise undertaken as part of the Talent Management Strategy to inform revision of Competency Framework 	

2. CODE OF CONDUCT FOR LOCAL GOVERNMENT EMPLOYEES

AREAS OF OPERATION	ACTIONS
<p>We will provide advice and assistance in respect of the Code of Conduct for local government officers as adopted by councils and the Commission on 01 January 2021.</p>	<p>We will work in partnership with local Councils to:</p> <ol style="list-style-type: none"> 1. Provide professional advice and assistance regarding HR and OD matters including complaints, grievance, and disciplinary matters, as required. 2. Work with the Northern Ireland Public Service Ombudsman (NIPSO) to develop a model complaints handling procedure for local government. 3. Develop e-learning materials to support the Code of Conduct. <p>Measured by:</p> <ul style="list-style-type: none"> • Number of employee relations cases supported. • An agreed MCHP for local government • Develop e-learning materials to support Councils. • Have arrangements in place post-dissolution.

Activities:

- The Commission provided advice and assistance to six councils regarding queries on the Code of Conduct for Local Government Employees and assisted with investigations and independent consultancy support as required.
- A MCHP has been finalised for local government and is to be launched post the Local Government Elections.
- E learning materials have been developed to support Councils.
- The Commission is liaising with the Department for Communities to review the Member/Employee Protocol.

3. NEGOTIATING MACHINERY

AREAS OF OPERATION	ACTIONS
<p>Support the implementation of a new regional industrial relations framework.</p>	<ol style="list-style-type: none"> 1. Advise and assist with any new regional industrial relations framework, as required. 2. Provide advice and assistance as required. 3. Attend meetings relating to the regional industrial relations framework, as required. 4. Provide regular updates on progress (following consultation with the Labour Relations Agency) to the local government sector on a bi-monthly basis. <p>Measured by:</p> <ul style="list-style-type: none"> • Development of a strategy for the establishment of a Negotiating Forum within the agreed timeframe.

Activities:

- The Commission facilitated engagement between the main stakeholders i.e., the 11 councils and the main recognised trade unions.
- The Commission provided advice, assistance, and independent secretariat facilities as required.

The Commission is satisfied that these actions in the Management Plan either have been fully implemented or are on track for completion by the due date.

**KEY PERFORMANCE AREA 2
OVERSIGHT OF STATUTORY FUNCTIONS TRANSFERRED TO COUNCILS ON
DISSOLUTION**

4. ADVISORY AND SUPPORT SERVICES

AREAS OF OPERATION	ACTIONS
<p>We will support Councils and NIHE in the provision of HR and OD advice and assistance.</p>	<p>We will work with the sector to:</p> <ol style="list-style-type: none"> 1. Provide advice and assistance as required. 2. Promote best practice through 'LGSC News' and other mediums. 3. Act as PPMA regional secretariat at networking meetings and engage with all relevant stakeholders to understand their needs. 4. Develop a Formal Investigation Toolkit and roll out a programme of training to provide guidance and support to managers who undertake the role of Investigating Officer as part of formal Disciplinary, Capability and other related policies and procedures. 5. Provide support to the Local Government Training Board with the Transition Strategy and the development and implementation of a project plan. Provide update reports from LGTG Board to the Commission to allow the Commission to exercise its oversight role. <p>Measured by:</p> <ul style="list-style-type: none"> • Number of editions of 'LGSC News' published. • Provision of expert consultancy support. • Number of sectoral working groups LGSC contribute to. • Evidence of advice/support. • Delivery of employment law update seminars as required.

- Activities:**
- The Commission published four newsletters (LGSC News) providing updates from stakeholders and key areas of work of the Commission.
 - The Commission facilitated five pilot projects to support council to implement a people and organisation development framework.
 - Commission officers continued to support and facilitate joint regional working groups, for example the Equality and Diversity Group, the Talent Management Task and Finish Group, the Health and Wellbeing Group, the Statutory Duty Network, the Diversity Ambassadors' Network and the Job Evaluation Group.
 - The Commission facilitated an Employment Law Seminar for councils and the NIHE in September 2022.
 - The Commission provides secretariat support to PPMA.
 - The Commission drafted, consulted and issued an Investigation Toolkit to councils and NIHE.
 - The Commission attended meetings of the Local Government Training Board.

<p>We will deliver an equality and diversity programme to support Councils and NIHE to ensure fair and equitable workplaces.</p>	<p>We will work with the sector to:</p> <ol style="list-style-type: none"> 1. Design and support the delivery of an Equality and Diversity Strategy 2021-2023. 2. Establish robust arrangements to include governance and training for the role of Diversity Ambassadors to encourage networking, disseminating best practice. (Elected Members and Officers). 3. Provide advice and assistance in relation to best practice arrangements for high level governance, education and training and reporting arrangements to ensure commitment and buy-in. 4. Provide advice and assistance in relation to queries on equality and diversity. 5. Facilitate regular meetings of the Statutory Duty Network to address common issues and collaborate on sector wide initiatives and support councils and the NIHE to implement their Section 75 duties and Disability Action Plans. 6. Provide best practice events on issues such as absence management and health and wellbeing. <p>Measured by:</p> <ul style="list-style-type: none"> • Ongoing delivery of the Equality and Diversity Strategy. • Review of the role of Diversity Ambassadors and roll out off training. • The number of Equality and Diversity events supported.
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<p>Activities:</p> <ul style="list-style-type: none"> ➤ The Commission undertook an Equality and Diversity Baseline and Impact Study across the 11 councils to inform the deliver of the Equality and Diversity Strategy. ➤ Commission officers assisted the councils to agree an operating framework for the Diversity Ambassadors Network and associated role specifications. ➤ The Commission provided advice and assistance on matters including maternity provision, LGBTQ+, secondments, assistance animals and audits of inequalities. ➤ The Commission facilitated four Statutory Duty Network meetings. ➤ The Commission facilitated a number of cancer awareness sessions for councils, rolled out a joint training programme on equality with the Equality Commission and held a best practice event in April 2022. 	
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<p>We will support Councils and NIHE to improve and maintain people’s mental wellness through the delivery of the regional Mental Health Strategy.</p>	<ol style="list-style-type: none"> 1. Work with the sector to implement the regional Mental Health Strategy 2. Lead on the roll out of the ‘Wellbeing Hub’ across the local Councils and NIHE. <p>Measured by:</p> <ul style="list-style-type: none"> • Delivery of the Regional Mental Health Strategy across the local government sector • The number of Health and Wellbeing events. • % customer satisfaction with the ‘Wellbeing Hub’
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<p>Activities:</p> <ul style="list-style-type: none"> ➤ The objectives of the regional Mental Health Strategy have been delivered, including 14 events. ➤ 10 councils (91%) expressed satisfaction with the Wellbeing Hub and continue to subscribe 	
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To develop a talent management strategy for the sector which provides a robust approach to succession planning, talent acquisition, identification, and development.

We will work in partnership with local Councils to:

1. Establish and lead a regional Talent Management Working Group, reporting to SOLACE
2. Scope the understanding of talent management within the sector.
3. Develop a concise definition of talent management and a model of best practice.
4. Develop a talent management strategy for the sector which provides a robust approach to succession planning, talent acquisition, identification, and development.
5. Develop a regional mentoring proposal for councils and the NIHE and commence a pilot programme

Measured by:

- Development of a Talent Management Strategy for the sector.

Activities:

- A regional Talent Management Strategy was developed by the Commission and approved by SOLACE in October 2022 which is being implemented by the Commission across local government and the NIHE through best practice case study events, incubator projects, roundtable meetings on themes to address the talent management challenges.
- A mentoring programme for the sector has been developed by the Commission and a pilot programme has been launched to run until 2024.
- The Commission recognises that it is part of a wider public service community and has formed partnering arrangements with the following organisations:
 - Association for Public Service Excellence (APSE)
 - Chartered Institute of Personnel and Development (CIPD)
 - Equality Commission for Northern Ireland (ECNI)
 - Labour Relations Agency (LRA)
 - Northern Ireland Civil Service (NICS)
 - Northern Ireland Audit Office (NIAO)
 - Northern Ireland Local Government Association (NILGA)
 - Northern Ireland Statistics and Research Agency (NISRA)
 - Local Government Management Association (LGMA – Southern Ireland)
 - Public Appointments Service (PAS – Southern Ireland)
 - Police Service of Northern Ireland (PSNI)
 - Public Sector People Managers' Association (PPMA)
 - Society of Local Authority Chief Executives (SOLACE)
 - Health and Safety Executive NI (HSE)
 - Chief Executives Forum (CEF)
 - Ulster University

This partnership working has brought economies of scale to the development of new initiatives and provided for benchmarking arrangements.

The Commission is satisfied that these actions in the Management Plan either have been fully implemented or are on track for completion by the due date.

**KEY PERFORMANCE AREA 3
CORPORATE GOVERNANCE**

6. SOUND SYSTEM OF CONTROL

AREAS OF OPERATION	ACTIONS
<p>To continue to implement a sound system of control to support the Commission’s objectives in accordance with Government Accounting Northern Ireland.</p>	<ol style="list-style-type: none"> 1. Preparation and publication of Annual Report and Accounts. 2. Ensure sound systems of control and good governance are in place for all Commission business. 3. Arrange Audit Committee meetings as required. 4. Facilitate NIAO as required. 5. Review and update the Commission’s Risk Register. 6. Provision of a secretariat service to all Commission. 7. Compliance with equality reporting arrangements. 8. Update policies as per DOF and DfC instruction. 9. Prepare responses for FOI and Data Protection meetings. 10. Annual review of systems to ensure compliance with GDPR legislation. 11. Ongoing liaison with Public Records Office NI to ensure special circumstances are agreed to enable PRONI to take delivery of files less than 20 years old. <p>Measured by:</p> <ul style="list-style-type: none"> • Annual Reports and Accounts published. • Unqualified audit opinion. • Compliance with all necessary regulation and policy

Activities:

- The Commission has an Audit Committee which met four times throughout the year and approved the Commission’s accounting procedures, risk management strategy, policy and risk register and received significant input from both the Commission’s internal and external auditors.
- The Commission has agreed with its sponsoring Department, the Department for Communities, a Management and Dissolution Plan which sets out objectives and actions up to the dissolution of the Commission.
- The Dossier of Controls, Managing Public Money NI and relevant Dear Accounting Officer Letters set out the controls to be exercised over the different areas of activity, either by the Department directly or by the Commission.
- Annual Report and Accounts were published within the timeframe and deemed properly prepared by the Local Government Auditor.
- Internal audit provided a satisfactory level of assurance for the system of internal controls within the Commission for 2022/23.

7. FINANCE AND ADMINISTRATION

AREAS OF OPERATION	ACTIONS
<p>To ensure the efficient and effective day to day management of the Commission's Financial Affairs in accordance with Government Accounting Practice and Accounts Direction issued by DfC / NIAO.</p>	<ol style="list-style-type: none"> 1. Preparation of financial schemes and ongoing budgetary management practices. 2. Budget reports presented at Commission and Audit Committee meetings on a bi-annual basis. 3. Preparation of budgetary performance reports on a monthly basis for scrutiny by the Director of Corporate Services. 4. Preparation and publication of Annual Report and Accounts 5. Processing of salaries, allowances receipts and payments in line with agreed timelines. 6. Monthly bank reconciliation prepared and monitored by the Director of Corporate Services. <p>Measured by:</p> <ul style="list-style-type: none"> • Annual Report and Accounts published in accordance with the timeline defined by DfC. • Unqualified audit opinion with financial statement. • Financial Scheme in place. • Payment of salaries and allowances on agreed date. • Meet statutory prompt payment targets. • Delivery of services within budget.

Activities:

The Commission has fully complied with the Corporate Governance Code with no unexplained departures during the year.

8. DISSOLUTION ARRANGEMENTS

AREAS OF OPERATION	ACTIONS
<p>Progress necessary governance and resource actions to ensure the efficient and orderly dissolution of the Commission</p>	<ol style="list-style-type: none"> 1. Review assets and update asset Register, as necessary. 2. Implement all governance arrangements relating to the Commission's dissolution as agreed by the DfC-LGSC Dissolution Project Board. 3. Prepare for handover to DFC Dissolution Group and Public Records Office. 4. Dispose of remaining assets. 5. Review of accommodation provision. <p>Measured by:</p> <ul style="list-style-type: none"> • Orderly dissolution of the Commission.

Activities:

➤ The Commission reviewed its accommodation requirements and agreed in December 2022 to opt for a better value arrangement from 01 April 2023.

The Commission is satisfied that these actions in the Management Plan either have been fully implemented or are on track for completion by the due date.

THE COMMISSION'S CUSTOMER SERVICE SURVEY/QUESTIONNAIRE

The Management and Dissolution Plan was developed to guide the Commission's work for the year 2022-2023. It is based on key stakeholder requirements and the Commission's statutory functions arising from the reduction in the level of staffing and the uncertainty surrounding the dissolution of the Commission.

The objectives, targets and performance measures set out in the Management Plan are approved by the Department for Communities. The Departmental Accounting Officer designates the Director of Corporate Services of the Commission as the Staff Commission's Accounting Officer.

A customer service engagement exercise was undertaken by the Director of Corporate Services from December 2022 to January 2023. The Engagement Exercise sought the views of key stakeholders to determine how the Commission should plan for dissolution. Views were also sought on how the delivery of the statutory functions of the Commission would add value to the local government sector from now until dissolution.

The Commission agreed in November 2022 *'... that any future Management Plan should be discussed with all the key external stakeholders to ensure an understanding of the need for cooperation, consensus and buy-in for timebound targets and related actions.'* On this basis the following questions were posed:

- Q1.** Which collaborative services delivered by the Commission assist the Councils?
- Q2.** How should these be provided in the future?
- Q3.** What does the Commission need to prioritise to deliver its statutory functions?
- Q4.** Who needs to be involved?
- Q5.** What improvements can be achieved?

A meeting was held with the Chief Executive, Lisburn and Castlereagh City Council on 02 December 2022.

In addition to regular engagement with councils and the NIHE the Department for Communities assesses performance of the Commission through its independent Quinquennial Review. The last Quinquennial review carried out by the Department in its findings found:

'that the Commission had a positive impact on local government and that its statutory functions were still essential to Government. It brought fairness, robustness and consistency to appointments procedures, helped Chief Executives to ensure that their Councils operated in accordance with employment legislation, and generally promoted a more professional approach to HR management. It was announced that the Commission would be dissolved from 1 April 2017. However, without an Assembly or Minister in place, this could not be accomplished. The process to wind down the Commission until dissolution commenced.



Committee:	Corporate Services
Date:	13 th September 2023
Report from:	Head of Finance

Item for:	Decision
Subject:	Estimates 2024-2025 – Schedule of Meetings

1.0	<u>Background and Key Issues</u>	
1.1	A schedule of meetings for the preparation of the annual estimates for the financial year commencing 1st April 2024 is attached for Member's approval.	
2.0	<u>Recommendation</u>	
	It is recommended that the schedule of meetings for the preparation of the Estimates for 2024/2025 be approved.	
3.0	<u>Finance and Resource Implications</u>	
	Not Applicable	
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out	
	Not Applicable	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.	
	Not Applicable	

Appendices:	Schedule of meetings for the preparation of the annual estimates
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**PROPOSED PROGRAMME FOR THE STRIKING OF A DISTRICT RATE
FINANCIAL YEAR COMMENCING 1ST APRIL 2024**

8th November 2023 (6.00 pm) - Wednesday

Meeting of the Corporate Services Committee at which the first draft of the 24/25 estimates will be considered.

13th December 2023 (6.00 pm) - Wednesday

Update presented to Corporate Services Committee of the 24/25 draft estimates.

2nd January 2024 (6.00 pm) - Tuesday

Meeting of the Communities and Wellbeing Committee at which the estimates of Leisure and Wellbeing will be considered.

3rd January 2024 (6.00 pm) - Wednesday

Meeting of the Environmental and Sustainability Committee at which the estimates of Environmental Services will be considered.

4th January 2024 (6 pm) - Thursday

Meeting of the Regeneration and Growth Committee at which the estimates of Regeneration and Growth will be considered.

10th January 2024 (6.00 pm) - Wednesday

Meeting of the Corporate Services Committee at which the estimates of Finance & Corporate Services, Organisation Development & Innovation and Governance & Audit will be considered.

24th January 2024 (6.00 pm) - Wednesday

Special Meeting of the Corporate Services Committee to consider the Striking of a Rate for the Year 24/25 and the making of a recommendation to the Council as to the Rate to be struck.

8th February 2024 (6.00 pm) - Thursday

Special Meeting of the Council to receive a recommendation from the Special Meeting of the Corporate Services Committee as to the Rate to be adopted for the Year 24/25

Committee:	Corporate Services Committee
Date:	13th September 2023
Report from:	Head of Corporate Communications & Administration.

CONFIDENTIAL REPORT

Reason why the report is confidential:	Information relating to the financial or business affairs of any particular person (including the Council holding that information).
When will the report become available:	From Contract Commencement date – January 2024
When will a redacted report become available:	N/A
The report will never become available:	N/A

Item for:	Decision
Subject:	Photography Services Contract

1.0	<u>Background and Key Issues</u>
1.1	The Council has had photography frameworks in place since 2011 which were procured in line with public procurement regulations. This approach to photography services has proven successful in terms of ensuring the best use of officer resources, cost effectiveness and quality of service.
1.2	Photography is an essential element of effective communications. Imagery is used in a variety of ways including on social media platforms and the website as well as in committee reports, corporate publications, community planning documents and residents' magazines and also in Council news releases and on advertising materials.
1.3	The current contract for the provision of photography services for the Council began in March 2019. Three companies are on the framework who are allocated work on a rotational basis. [REDACTED] is due to expire in November 2023. (This was a 4-year contract with the addition of a 9-month STA extension).
1.4	[REDACTED]. Services hold their own budget for photography while the framework is managed centrally by Corporate Communications.
1.5	Costs in the current period have been kept well below the original contract value, thanks to effective management by Corporate Communications. Photography which is required for in-house use only, such as our social media platforms (but not publications or use by media outlets) is not contracted out, but instead taken on a DSLR camera by members of the Corporate Communications team who have been trained in its use. These images are of good quality and allow us to work efficiently, providing the right photographic resource for each photocall or picture opportunity.
1.6	Based on previous activity, it is projected that photography needs will remain at the current level. The availability of and access to external photographers would help meet future expectations even if there were a potential 20% growth in significant projects.

1.7	A Preliminary Expenditure Application and Financial Appraisal have been completed [REDACTED]	
2.0	<p><u>Recommendation</u></p> <p>It is recommended that Members approve:</p> <ul style="list-style-type: none"> The business case for the provision of photography services. 	
3.0	<p><u>Finance and Resource Implications</u></p> <p>Services hold their own budgets for photography requirements, with the framework managed centrally by Corporate Communications.</p>	
4.0	<p><u>Equality/Good Relations and Rural Needs Impact Assessments</u></p>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out	An equality and good relations screening is not required for this contract
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.	A rural needs impact assessment is not required for this contract.

Appendices:	[REDACTED]
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Committee:	Corporate Services Committee
Date:	13 September 2023
Report from:	Head of Corporate Communications & Administration

CONFIDENTIAL REPORT

Reason why the report is confidential:	Information relating to the financial or business affairs of any particular person (including the Council holding that information).
When will the report become available:	From Contract Commencement date – January 2024
When will a redacted report become available:	N/A
The report will never become available:	N/A

Item for:	Decision
Subject:	Graphic Design Services

1.0	<u>Background and Key Issues</u>
1.1	The Council put a graphic design framework in place in 2017, which was procured in line with public procurement regulations. The approach has been successful in maintaining a high quality of service and in making best use of resources within the in-house team.
1.2	The provision of graphic design services is a high priority for the Council, given that it is important in helping to deliver strong, impactful messaging. Strong corporate design also helps project a professional image for the Council and a recognisable / relatable style across a range of publications and materials.
1.3	The graphic design service also contributes to all five themes contained in the corporate plan. (<i>Leading Well; Health and Wellbeing; Where We Live; Our Community; Our Economy</i>).
1.4	Activity includes corporate branding for events and activities across the Council year; website design and support; operational signage for parks and Council facilities; photographic props; materials for civic/community events (invitations, orders of service, programmes); seasonal promotional materials (eg Christmas); as well as design support for Council events, documents and social media campaigns.
1.5	Currently, two full-time graphic designers work in-house for LCCC, alongside the corporate communications team. Both are working at full capacity – and there is an ongoing demand for design input across the Council.
1.6	<div style="background-color: black; height: 20px; width: 100%;"></div>
1.7	Access to a framework, on which there are a number of external designers, provides additional capacity at a cost and at short notice. The standard of work provided by both the in-house team and the companies on the framework is very high.

1.8	Based on trends seen prior to the start of the pandemic, it is estimated that demand for external design work will total [REDACTED]	
1.9	An anticipated reduction in the annual cost can be attributed to a decrease in demand for printed documents and materials, with a move towards digital and online.	
1.10	It is proposed that a tender exercise will commence in October 2023 re a new contract (to commence January 2024) which would run for four years (2 + 1 + 1).	
2.0	<p><u>Recommendation</u></p> <p>It is recommended that Members approve:</p> <ul style="list-style-type: none"> The business case for the provision of graphic design services. 	
3.0	<p><u>Finance and Resource Implications</u></p> <p>Services hold their own budgets for graphic design requirements, with the framework managed centrally by Corporate Communications.</p>	
4.0	<p><u>Equality/Good Relations and Rural Needs Impact Assessments</u></p>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out	An equality and good relations screening is not required for this contract
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.	A rural needs impact assessment is not required for this contract.

Appendices:	[REDACTED]
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Committee:	Corporate Services Committee
Date:	13 th September 2023
Report from:	Director of Organisation Development & Innovation

CONFIDENTIAL REPORT

Reason why the report is confidential:	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Council or a Government Department and employees of, or office holders under, the Council.
When will the report become available:	<i>N/A</i>
When will a redacted report become available:	<i>Post Ratification</i>
The report will never become available:	<i>N/A</i>

Item for:	Decision
Subject:	Hybrid Working Model - Review of report, concluding considerations and decision on application

1	<p><u>Background and Key Issues</u></p> <p>0 The Council established a Cross-Functional Hybrid Working Group in 2021 to review the potential of a Hybrid Working Model as an established operating model for the Council. This model was initially piloted for 6-months from 1st June 2022 – 31st December 2022 and was further extended to review a full year impact of hybrid working on service delivery.</p> <p>By way of reminder, Hybrid Working is defined as ‘a way of structuring work, communication, hours and physical locations to enable our staff to be as productive as possible no matter where or when they work or, who they work with.’</p> <p>The parameters of the Hybrid Working Model included a requirement of employees to attend the office/their normal place of work on a minimum 60-40 split i.e. if working a ‘regular’ five day week - to be in the office three days out of five, 60% of the time. (This was pro-rata for part-time employees, in conjunction with line manager). It was anticipated that there would be a degree of flexibility from all parties to accommodate business needs. A number of other parameters were set during the pilot to ensure consistency of approach. While this was made available to relevant employees, partaking in the pilot remained optional for them.</p> <p>REVIEW OF PILOT</p> <p>The cross-functional working group has been meeting since late 2021. This group has continued to meet throughout the duration of the pilot to consider actions and feedback on the pilot.</p> <p>The appended report includes background, approach, results of the surveys and KPIs and conclusions and recommendations.</p> <p>Surveys at the interim and concluding stages of the Hybrid Working Pilot were conducted and the following themes were included:</p> <ul style="list-style-type: none"> • Employee morale, engagement, and commitment to the Council
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- Work/Life Balance
- Environmental and Cost
- Productivity gains/Customer experience
- Reduced Desk Usage/Efficient use of space
- More flexible working patterns – IT as an enabler

Elected Members were also surveyed at both the interim and concluding stages of the Hybrid Working Pilot which included asking questions on:

- The delivery of Council Services during the Hybrid Working Pilot
- Access to information from staff during the Hybrid Working Pilot
- Communication during the Hybrid Working Pilot
- Accessibility of staff during the Hybrid Working Pilot
- The future of Hybrid Working (enabler or obstacle)

In addition to the above, the following KPIs were agreed to assess the effectiveness of the pilot:

- **Recruitment:** % of Applicants who took into consideration LCCC's hybrid working when applying for role. The survey results shown that this was a consideration for over two-thirds of applicants.
- **Performance:** Reported KPI's quarterly to committee and Achievement of actions under Corporate Plan. The survey results have shown that the hybrid working pilot has not impacted on performance. All Performance Improvement KPIs have been met, where service KPIs have not been met, this has not been as a result of hybrid working.
- **Additional Training/ support provided for Line Managers:** 'Managing Performance in a hybrid world' – half-day workshop to be offered. The pilot outcome shows that line managers have continued to develop and undertake relevant leadership and wellbeing programmes.

The next key step is to consider the outcomes from the pilot for Members to decide whether this pilot can be made a more permanent approach to working arrangements.

This work will complement the wider efficiency programme and consider the following areas:

Our Digital Strategy

- Rollout of the appropriate technology equipment to all staff based on their role and worker style and a funding model to support ongoing refresh of equipment and implementation of Office 365.
- Development and embedding of future IT service models and processes that best support flexible and remote working.
- Our investment in infrastructure to support remote access to applications and services

Our People Strategy

- Leadership and Management - Embedding strong leadership and management to successfully lead and performance manage teams through new ways of working.
- Embedding smarter working as "business as usual" – supporting managers and teams through communications, engagement, and tools.
- Transforming the culture of the organisation to drive modern, effective, and productive ways of working.

Our Asset Strategy: Accommodation Working Group

- Assessing our future space requirements for LCCC staff and translating this into a strategy for our assets (namely offices) – including exploiting opportunities for income generation and cost reduction.

- ii. Delivering future office model solutions, technology and layouts that maximise performance, productivity, and support staff wellbeing.

Given the outcomes from the report and the experiences of all involved, Officers have identified potential options for Members to consider. The report outlines the positives and potential negatives of each approach.

[Redacted]

[Redacted]

[Redacted]

Members are now asked to consider the appended Pilot Report in order to agree an option for Officers to progress.

2 **Recommendation**

0 It is recommended that Members consider this report and decide on the progressing of one of the options outlined below:

[Redacted]

3 **Finance and Resource Implications**

0 N/A

4 **Equality/Good Relations and Rural Needs Impact Assessments**

0

4 Has an equality and good relations screening been carried out?

No

1

4 . 2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out	If a decision is made to retain Hybrid Working, then screening may be carried out in line with new policy development
4 . 3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4 . 4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.	If a decision is made to retain Hybrid Working, then RNIA may be carried out in line with new policy development

Appendices:	
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Committee:	Corporate Services
Date:	13 th September 2023
Report from:	Head of Finance

CONFIDENTIAL REPORT

Reason why the report is confidential:	Information relating to the financial or business affairs of any particular person (including the Council holding that information).
When will the report become available:	
When will a redacted report become available:	After Full Council
The report will never become available:	

Item for:	Noting
Subject:	Management Accounts – Period 4 2023/2024

1 Background and Key Issues

0 **Period 4- Management Accounts**

1. Attached is the set of Management Accounts for the period ended 31st July 2023 (Period 4).
2. This shows a summary of the current position for each Directorate along with any opportunities or risks that may arise before the end of the financial year.
3. It is to be noted that the net profiled expenditure for the period is **£1,372k below the approved estimates (6.79% underspend)** for the financial year 2023/2024. This is the position including costs funded from earmarked reserves, which are listed separately in the appendix.
4. The underspend as at period 4 of £1,372k (including items funded from reserves) is summarised below:
 - Payroll Underspend - £517k
 - Non-payroll Overspend - £174k
 - Income Overachievement - £1,029k

Analysis of current position

5. In terms of *payroll* expenditure, there was a significant focus on recruitment in recent months. The Council is still experiencing difficulty in recruiting/ filling a range of specific posts across the organisation and agencies are unable to provide alternative temporary resource.



7. In terms of *non-payroll* there are a number of factors which contribute towards the draft year-end overspend position:
8. Utility costs - Costs were £512k under profiled budget for period 4 (£659,817 actual vs £1,170,311 budget) primarily due to the extension of the Government Energy Scheme which has been confirmed until 31 March 2024

[REDACTED]

10. In terms of *income*, there are areas which underachieved which have been offset by areas that have overachieved. Some of the key income streams and performance are detailed below:

- Vitality membership tracking income at 35.8% ahead of budget (actual £700,964 v budget £515,600).
- Golf Course income is performing better than anticipated, (£674,195 actual v £439,459 budget) achieving 53% over planned budget at P4.
- Trade Waste collection is slightly below budget (£405,693 actual v budget £424,000).
- MRF (Material Recovery Facilities which deals with sorting waste) income is significantly below the period 4 budget with income at £6,197 compared to a p4 budget of £42,068.
- Investment income continue to achieve substantially above budget with income at £305,133, compare to a period 4 budget of £90,000. This was due to the increase in investment interest rates and the levels of cash the Council has currently to invest.
- Income for building control was 4% below budget (£349,148 actual v £364,388 budget).
- Planning fees income is tracking at 21.3% below budget with actual income of £295,065 compared to period 4 budget of £375,000
- [REDACTED]

11. Penny Product

- The Penny Product is the revenue raised for a District Council by one penny of District rates and is made up of 3 components - District Rates, De Rating Grant and Transferred functions Grant.
- LPS provide a forecasted outturn to Finance in relation to the Penny Product. The forecasted position is a negative outturn of £51,724. This is expected to change over the next number of months as challenge cases are reviewed. NB A negative outturn would mean that LPS would clawback monies from the Council.

- De-rating grant – A forecasted outturn for quarter 1 is a negative outturn of £103,752. The de rating grant relates to an allowance for non-domestic properties that qualify for relief.
- Transferred Function Grant – this is set during the estimates process and does not change throughout the year.

Ongoing Financial Risks for 2023/2024

12. Payroll

- Whilst the Council has appointed a number of new staff, the recruitment market remains challenging. A number of recruitment exercises are ongoing, however there is no guarantee these posts will attract suitable candidates.

13. Non Payroll

- Inflation, although reduced in July, continues to remain high. (6.8% in July 23)
- [REDACTED]
- Increasing prices for current and new contracts, including vehicle material costs remains a risk

- Grove Facility – As part of the estimates process for 2023/2024, it was agreed that the operating budget for Grove Activity Centre would be removed due to the anticipated community transfer of the asset. As the asset has not transferred, the operating costs for the centre will need to be funded from reserves.

14. Income

- Due to cost of living pressures, there is a risk that footfall within the leisure facilities may reduce / memberships may be cancelled.

15. Capital/construction costs

- As with revenue projects, there is a risk of increasing contractors prices in relation to capital projects.

16. There have been a number of communications received from various Central Government/3rd Party bodies in relation to potential reductions in funding. Approx. £4.69m of the Council's programme/project expenditure is funded through 3rd party funding. This would fund programmes/projects such as Good Relations, Affordable

Warmth, Community grant aid, Regeneration etc. Work is ongoing to analyse the potential impact of reductions.

17. Analysis of potential funding pressures for all Councils is being carried out.

18. The Association of Local Government Finance Officers (ALGFO) continue to liaise with DfC on a regular basis.

Moving Forward

19. Finance continue to have regular budget meetings with each Department and will continue to monitor the current and any future risks or opportunities.

2 **Recommendation**

0 It is recommended that Members note the information contained in this report.

3 **Finance and Resource Implications**

0 As Above

4 **Equality/Good Relations and Rural Needs Impact Assessments**

0

4 Has an equality and good relations screening been carried out?

No

1

4 Brief summary of the key issues identified and proposed mitigating actions **or** rationale why the screening was not carried out

2 Not applicable

4 Has a Rural Needs Impact Assessment (RNIA) been completed?

No

3

4 Brief summary of the key issues identified and proposed mitigating actions **or** rationale why the screening was not carried out.

4 Not Applicable

Appendices:

Management Accounts – Period 4 2023/2024

LISBURN AND CASTLEREAGH CITY COUNCIL
2023/2024 MANAGEMENT ACCOUNTS

Period 4 2023/24

SUMMARY BY DIRECTOR

	Annual Budget	YTD P4	YTD P4	Variance	
	£	Act & Comm £	Budget £	£	%
Organisation Development & Innovation	3,966,910	1,848,721	1,929,496	(80,775)	-4.19%
Finance & Corporate Services	5,501,130	1,378,720	1,598,913	(220,194)	-13.77%
Governance & Audit	680,330	150,931	152,134	(1,203)	-0.79%
Community Health & Wellbeing	16,269,550	4,944,830	6,097,552	(1,152,722)	-18.90%
Environmental Services	22,223,500	7,501,060	7,520,498	(19,438)	-0.26%
Regeneration & Growth	6,873,020	2,765,992	2,907,663	(141,671)	-4.87%
Total	55,514,440	18,590,255	20,206,258	(1,616,003)	

Costs excluded from above covered by reserves:

Grove Activity Centre (no budget)		61,169	61,169		
Spend to save - Parks & Amenities equipment		104,480	104,480		
Kings Coronation		56,515	56,515		
Community grants additional spend		92,734	92,734		
Total	55,514,440		20,206,258		

RISKS - Costs projected for remainder of Fin Year

Actual penny product year end forecast	Based on July data	51,724
De-rating grant year end forecast		103,752
Government funded programmes-risk of funding gap	Unknown at this time	

TOTAL RISKS 155,476

OPPORTUNITIES -

Delay in awarding Residual Waste Treatment Contract	Unknown at this time	
Cost reduction in utilities - calculated on a straight line basis		1,531,485

TOTAL OPPORTUNITIES 1,531,485

Payroll/non Payroll/ Income Summary per Directorate to Period 4

Organisation Development & Innovation	Annual Budget	YTD P4 Act & Comm	YTD P4 Budget	Variance	
	£	£	£		
Payroll	2,048,070	676,105	779,989	(103,884)	
Non-Payroll	2,270,340	1,356,266	1,289,003	67,263	
Income	(351,500)	(183,650)	(139,496)	(44,154)	
Total Net - Organisation Development & innovation	3,966,910	1,848,721	1,929,496	(80,775)	-4.19%

Explanation

Underspend in payroll mainly due fewer apprentices employed than expected and two vacant HOS posts that are currently being recruited.
 Overspend in IT Licences & Data Links due to profiling and expected to be in line with budget.
 LGTG monthly accrual to offset expenditure.

Finance & Corporate Services	Annual Budget	YTD P4 Act & Comm	YTD P4 Budget	Variance	
	£	£	£		
Payroll	3,783,300	1,253,934	1,261,266	(7,333)	
Non-Payroll	2,731,970	758,089	699,614	58,475	
Income	(1,014,140)	(633,303)	(361,966)	(271,336)	
Total Net - Service Support	5,501,130	1,378,720	1,598,913	(220,194)	-13.77%

Explanation

On budget
 Legal costs overspent on profiled budget (although is still within annual budget) , along with small overspends in other areas(eg Civic functions) due to profiling and year end adjustments . Utilities are underspent at month 4 and will be monitored to see if this trend will continue during winter months.
 Increased interest on invested funds.

Governance & Audit	Annual Budget	YTD P4 Act & Comm	YTD P4 Budget	Variance	
	£	£	£		
Payroll	608,710	118,914	117,484	1,429	
Non-Payroll	71,620	32,517	34,650	(2,133)	
Income	-	(500)	-	(500)	
Total Net - Governance and Audit	680,330	150,931	152,134	(1,203)	-0.79%

Explanation

Small overspend due agency costs covering vacant post.
 On budget
 On budget

Community Health & Wellbeing	Annual Budget	YTD P4	YTD P4	Variance	Explanation
	£	Act & Comm £	Budget £		
Payroll	14,352,290	4,670,688	4,829,987	(159,299)	Underspend is mainly driven by P&A weekly payroll and In Sports Services Salaries & wages - this underspend is partly due to unfilled posts but needs further investigation
Non-Payroll	10,338,460	3,849,789	4,206,829	(357,040)	This mainly due to substantial underspends in utility costs and maintenance contracts because of lower prices than expected and also there are some other areas of underspend which are due to budget profiling. The overspend in Community grants is covered by reserves
Income	(8,421,200)	(3,575,647)	(2,939,264)	(636,383)	Sport services income in Vitality, Dllb and Golf club are well over anticipated budget. Footfall has increased in all areas and in particular the indoor areas have had greater use due to the wet summer
Total Net - Community Health & Wellbeing	16,269,550	4,944,830	6,097,552	(1,152,722)	-18.90%

Environmental Services	Annual Budget	YTD P4	YTD P4	Variance	Explanation
	£	Act & Comm £	Budget £		
Payroll	12,395,610	4,157,392	4,243,909	(86,518)	Unfilled posts in all areas - for Building control this is related to the slow down in current market . In Environmental health there are some vacant posts and other posts not all filled due to acting up .
Non-Payroll	13,631,230	4,739,746	4,808,708	(68,962)	This is mainly driven by decreases in utility and fuel prices . Waste haulage costs at the moment are lower than budget, although this could change depending on outcome of future waste plans.
Income	(3,803,340)	(1,396,077)	(1,532,119)	136,042	Underachievement in income at Period 4 is due to the withdrawal of Animal Welfare funding and profiling issues in relation to recycling income. Whilst Building Control income is still underachieving it has continued to show signs of recovery.
Total Net - Environmental Services	22,223,500	7,501,060	7,520,498	(19,438)	-0.26%

Regeneration & Growth	Annual Budget	YTD P4	YTD P4	Variance	Explanation
	£	Act & Comm £	Budget £		
Payroll	5,615,030	1,707,458	1,922,973	(215,515)	There are unfilled posts in Capital & Planning unit and in Development . Recruitment has been slower than expected and is under review.
Non-Payroll	5,141,277	2,422,511	2,444,943	(22,432)	Various small underspends in Planning and Development that are due to budget profiling but will be reviewed.
Income	(3,883,287)	(1,363,976)	(1,460,252)	96,276	Planning fees are lower than anticipated budget due to current market conditions
Total Net - Regeneration & Growth	6,873,020	2,765,992	2,907,663	(141,671)	-4.87%

Com	Committee:	Corporate Services
Date	Date:	13 th September 2023
Rep	Report from:	Head of Finance

CONFIDENTIAL REPORT

Reason why the report is confidential:	Information relating to the financial or business affairs of any particular person (including the Council holding that information).
When will the report become available:	
When will a redacted report become available:	After Full Council
The report will never become available:	

Item for:	Noting
Subject:	Quarterly Finance Reports – Quarter 1 2023/2024

1.0 **Background and Key Issues**

1. Previously a report was presented on a quarterly basis to Corporate Services Committee detailing the financial expenditure against profiled budget for projects within the Repairs and Renewals programme.
2. Moving forward, the quarterly Repairs and Renewals position will be presented along with the following:
 - Quarterly Capital position
 - Quarterly DfC earmarked funds position

Repairs and Renewals:

3. Within the balance sheet of the Council, there is a Repairs and Renewals Fund, which funds a number of specific projects that have been agreed as part of the annual estimates process.
4. Appendix 1 is the quarter 1 Repairs and Renewals spend against profiled quarter 1 budget.

Capital expenditure:

5. The Capital Programme is also agreed as part of the annual estimates process.
6. As a decision is outstanding in relation to the redevelopment of DIIB, there is a significant delay within the capital programme. A review of the overall capital programme is required, therefore the year end position will remain uncertain at this time.
7. Appendix 2 shows the quarter 1 expenditure to date within the current capital programme.

8. The MRP as agreed within the estimates process will be utilised as much as possible to reduce the impact on the ratepayer moving forward.

DfC earmarked reserves:

9. The Council received significant funding during 2020/21 and 2021/22 from DfC for Covid related expenditure.

10. An Accounts Direction was issued in both financial years by DfC to earmark these monies within the reserves,

11. Set criteria was agreed and a number of projects/one-off expenditure items were agreed to be funded through these monies.

13. This information will be presented to Corporate Services Committee on a quarterly basis for Member's information.

2.0 **Recommendation**

It is recommended that Members note the information contained in this report.

3.0 **Finance and Resource Implications**

From within agreed budgets

4.0 **Equality/Good Relations and Rural Needs Impact Assessments**

4.1	Has an equality and good relations screening been carried out?	No
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4.2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out	
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Not applicable

4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
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4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.	
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Not Applicable

Appendices:

Repairs and Renewals – Quarter 1 2023/24
Capital Expenditure – Quarter 1 2023/24

Repairs and Renewals - Quarter 1 2023/2024

Projects	Annual Budget	YTD Budget	Total Act/Comm
Maghaberry CC New Path & Gate	5,000.00	1,250.01	654.00
Replace existing lighting to LED	10,000.00	2,499.99	-
Digital Infrastructure (LVI)	10,000.00	2,499.99	-
Pothole repairs at LVI	100,000.00	-	-
Lough Moss Community Space	-	-	1,934.88
Lisburn Cemetery entrance works	-	-	1,665.88
Play Area Replacement Equipment	15,000.00	3,750.00	2,490.00
Grounds Maint Equipment Replacement	20,000.00	4,999.98	5,695.00
P&A infrastructure replacement	17,500.00	4,374.99	-
Countryside Access Improvements	17,000.00	4,249.98	-
AGC Maintenance Inhouse	20,000.00	4,999.98	1,593.50
CHGC Maintenance Inhouse	25,000.00	6,249.99	-
Sports Pavilions	45,000.00	11,249.97	26,975.60
Cemetery Headstone Works	25,000.00	6,249.99	7,971.20
Playing Field Drainage	25,000.00	6,249.99	-
Goal Posts / Nets	12,000.00	3,000.00	10,743.18
Tree Maintenance	150,000.00	37,499.85	29,751.50
Replacement Christmas Lighting	5,000.00	1,250.01	582.60
Grass cricket wickets at Billy Neill	35,000.00	-	-
Playing Field Renovation	53,380.00	-	43,860.00
Bridge CC - Damp at rear remedial	6,000.00	1,500.00	-
Moneyreagh CC - Replacement CCTV	-	-	1,520.16
Ballyoran Units - Emergency Lighting	10,500.00	2,625.00	-
ILC - Replacement to Air Con	25,000.00	6,249.99	-
ILC - Upgrade Intruder Alarm	-	-	8,350.00
Hillsborough Village Boiler Replacement	8,000.00	-	-
Bridge CC - internal room painting	5,000.00	-	-
Museum -upgrade CCTV system	12,500.00	-	-
LVLV Replacement Pool Filtration Plant	-	-	8,589.40
LVLV Maintenance Programme	40,000.00	9,999.96	35,225.20
DIIB Refurbishment Programme	70,000.00	17,499.93	3,387.10
Lough Moss Refurbishment Programme	46,000.00	11,499.96	952.00
CHGC Refurbishment Programme	5,000.00	1,250.01	-
AGC Maintenance Prog - Contract	30,000.00	7,499.97	600.00
CHGC Maintenance Prog. Contract	50,000.00	12,499.95	31,830.63
Civic Amenity Upgrade	5,000.00	1,250.01	-
Compactors & Cont	37,400.00	9,349.95	16,880.48
HRC Road Markings	5,000.00	1,250.01	-
Signage Replacement	3,000.00	750.00	-
Stabilisation of walls at Aghalee and Po	50,000.00	12,499.95	16,435.00
Fire alarm Billy Neil	8,000.00	1,999.98	11,359.00
Replacement water storage tank BillyNeil	-	-	8,655.00
Replacement wall at Moira Demense	55,000.00	13,749.96	-
Replacement Christmas Lighting	20,000.00	4,999.98	2,973.00
Chillers LVI	15,290.00	15,290.00	15,286.10
Replace Decorative Concrete	7,450.00	7,450.00	7,423.71
Fixed wiring remedial works	18,000.00	-	-
Oil tank replacement	17,000.00	-	-
CCTV replacements	50,000.00	-	-
Hilden War Memorial	-	-	1,000.00
	1,189,020.00	239,589.33	303,218.92

Capital expenditure - Quarter 1 2023/24

Capital project	Quarter 1 spend
Stockdam Glen	£2,827
Cemet Ph 1 Blaris Ex	£152,951
Public Realm Scheme	£165,023
Hilden - Former PS	£17,028
Comber Greenway	£1,528
Ballybeen Community	£133,547
Laurelhill 3G Pitch	£182,993
Dundonald Ice Bowl D	£385,252
Play refurb Phase 3	£12,499
Billy Neill 3G Pitch	£22,500
Loughmoss 3G Pitch	£70,799
Discover Water Ways	£44,996
FAR Hillsborough Pub	£32,225
Hillsborough Forest	£109,577
Vehicle Purchase	£1,451,884
Wallace Pk Mini Tenn	£99,058
Estates - Energy eff	£10,900
Cap Recycling Proje	£114,738
Planning Portal	£352,000
IT Equipment	£154,067
LVI Roof Replacement	£88,656
CSD Upgrade	£19,206
Duncans Dam Phase 2	£52,401
IT HR & Payroll	£520
IT Finance system	£106,614
Bradford Court Works	£7,745
Boiler Replacement P	£102,800
LAN Switches & Man	£639,046
Digital Platform (Te	£73,000
IT Infrast Cloud Mig	£383,303
Total spend in Quarter 1	£4,989,683
Full year (2023/24) anticipated spend as per estimates	£29,929,762