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LISBURN & CASTLEREAGH CITY COUNCIL

Island Civic Centre
The Island
LISBURN
BT27 4RL

3 November, 2016

Chairman: Councillor T Mitchell

Vice-Chairman: Alderman M Henderson MBE

Aldermen: W A Leathem, G Rice MBE and J Tinsley

Councillors: J Baird, S Carson, P Catney, D J Craig, J Gallen, A Girvin,
A Grehan, B Hanvey, V Kamble and A Redpath

Ex Officio The Right Worshipful the Mayor, Councillor B Bloomfield MBE
Deputy Mayor, Alderman S Martin

The Monthly Meeting of the **Governance and Audit Committee** will be held in the **Cherry Room, Island Civic Centre, The Island, Lisburn, on Tuesday, 8 November, 2016 at 5.30 pm** for the transaction of business on the undernoted Agenda.

Hot food will be available from 5.00 pm in Lighters Restaurant.

You are requested to attend.

DR THERESA DONALDSON
Chief Executive
Lisburn & Castlereagh City Council

AGENDA

1. Apologies
2. Declarations of Interest
3. Minutes – Meeting of Committee held on 11 October, 2016 (copy attached)
4. Report by Chief Executive
 1. CIPFA Annual Governance & Leadership Conference
 2. Performance Improvement
 - 2.1 APSE Performance Networks Seminar 2016
 - 2.2 Performance Improvement Event
 3. The General Power of Competence – Guidance Document
 4. Developing a Scheme/Guidance for Handling Petitions Made to Council
 5. Partnership Panel Meeting – 12 October, 2016 – Key Outcomes Paper
 6. Corporate Risk Register Amendment
 7. Use and Approval of Confidentiality Clauses/Agreement in Dispute Settlements
 8. Community Planning
 - 8.1 Appointment of Consultants to Write the Draft Community Plan
 - 8.2 Thematic Working Group Meeting
 - 8.3 Strategic Community Planning Partnership
 - 8.4 Datahub
 - 8.5 Lisburn Courthouse
 - 8.6 Age Friendly Conference
5. Confidential Business – “In Committee”
 1. Statistical Services (confidential due to containing information likely to reveal the identity of an individual)
 2. Performance Improvement Audit (confidential due to containing information relating to the financial or business affairs of any particular person (including the Council holding that information))

Members are requested to go to the Confidential Folder to access the Governance and Audit Committee confidential report

6. Any Other Business

To: Members of Lisburn & Castlereagh City Council

LISBURN & CASTLEREAGH CITY COUNCIL

Minutes of the Meeting of the Governance and Audit Committee held in the Island Civic Centre, The Island, Lisburn, on Tuesday, 11 October, 2016 at 5:30 pm

PRESENT:

Councillor T Mitchell (Chairman)

The Right Worshipful the Mayor
Councillor R B Bloomfield MBE

Aldermen M Henderson MBE, W A Leathem, G Rice MBE
and J Tinsley

Councillors J Baird, S Carson, D J Craig, J Gallen, A Girvin,
A Grehan, B Hanvey and A Redpath

IN ATTENDANCE:

Chief Executive
Head of Internal Audit and Risk
Head of Human Resources & Organisation Development
(Acting)
Transition Manager
Community Planning Manager
Performance Development Officer
Policy Officer
Member Services Officer

1. Apologies

It was agreed to accept apologies for non-attendance at the meeting on behalf of the Deputy Mayor, Councillor S Martin, and Councillors P Catney and V Kamble.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes

It was agreed that the minutes of the meeting of the Governance and Audit Committee held on 21 September, 2016, as adopted at the meeting of Council held on 27 September, 2016, be confirmed and signed.

4. Report from Chief Executive

It was agreed that the report and recommendations of the Chief Executive be adopted, subject to any decisions recorded below.

Items for Decision

4.1 Council Risk Management – Council Corporate Risk Register

Members were provided with a copy of the updated Corporate Risk Register dated September 2016. The risks had been reviewed by the Corporate Management Team (CMT) in August 2016 and the key changes to the document were set out in the Chief Executive's report. It was proposed by Alderman J Tinsley, seconded by Alderman M Henderson and agreed to recommend that the amended Corporate Risk Register be approved.

It was noted that a further amended Risk Register, which would incorporate a risk relating to the Rural Development Programme, was to be considered by the CMT the following week and would subsequently be presented to the next meeting of the Committee.

Items for Noting

4.2 Budget Report – Chief Executive

Members were provided with a copy of the budget report for the Chief Executive's Office for the year to 31 March, 2017, as at 31 August, 2016. It was proposed by Alderman G Rice, seconded by Councillor J Baird and agreed that the budget report be noted.

4.3 Rolling Year Absence Figures

Members were provided with a copy of the rolling absence figures for the Chief Executive's Office for the period 31 March, 2015 to July 2016. It was proposed by Councillor A Girvin, seconded by Councillor A Redpath and agreed that the absence figures be noted.

4.4 Community Planning

Members were provided with a copy of an update report by the Community Planning Manager containing the following matters:

4.4.1 Partnership Panel

Members were advised that a pre-meeting of the local government representatives had been held on 28 September, in advance of the full Partnership Panel meeting on 12 October, 2016. Members were provided with a copy of the minutes and action sheet arising from the Partnership Panel pre-meeting. It was proposed by Alderman J Tinsley, seconded by Councillor S Carson and agreed that the contents of the minutes and action sheet be noted.

During discussion, Alderman W A Leathem commended the Chief Executive and other Officers involved in completing the comprehensive template that had been submitted for consideration at the Partnership Panel pre-meeting. In response to comments by Alderman J Tinsley, the Chief Executive agreed to convey to Solace the importance of all 11 Chief Executives attending meetings of the Partnership Panel to support Elected Members.

4.4.2 Solace

Members were provided with a copy of a report of a Solace NI meeting held on 23 September, 2016. It was proposed by Councillor S Carson, seconded by Councillor A Girvin and agreed that the contents of the report be noted.

4.5 Performance Improvement Update

Members were provided with a copy of an update report regarding the following performance improvement matters:

4.5.1 Performance Improvement Audit

Members were reminded that the Local Government Auditor had recently carried out a Performance Improvement Audit of the Council in order to meet the requirements of the Local Government Act (NI) 2014. By way of an update on the progress of this audit, it was the aim of the Auditor to send out an initial draft of the report to be agreed for factual accuracy at the end of October/early November. It was proposed by Councillor J Gallen, seconded by Councillor J Baird and agreed to note that the Chief Executive would require to agree the final draft in mid/late November and that a further update on this matter would be presented to the next meeting of the Committee.

4.5.2 Customer Service Excellence

Members were reminded that the Council had approved that the organisation continue with maintaining the Customer Service Excellence Standard (CSE), which involved reaccrediting the services that held the standard in the former Lisburn City Council. It was proposed by Councillor S Carson, seconded by Alderman G Rice and agreed to note that a procurement exercise had recently been carried out and an assessment body had been appointed. The services involved would commence preparation work towards the CSE accreditation in the coming months.

4.5.3 Petition Policy

Members were reminded that, as reported to the last meeting of the Committee, an independent investigator had suggested that a policy and guidance document for handling petitions made to Council should be developed. It had also been suggested that guidance should be produced for Elected Members and staff about the completion of petitions. It was proposed by Councillor A Grehan, seconded by Councillor J Gallen and agreed to note that work was continuing to develop these documents and, when produced, these would be presented to a future meeting of the Committee for approval.

4.6 Audit Update

Members were provided with a copy of an audit report regarding the following Northern Ireland Audit Office reports that had been released recently:

4.6.1 The Rivers Agency: Flood Prevention and Management Report – Issue date 13 September, 2016

Members were provided with a copy of the above report. It was proposed by Alderman M Henderson, seconded by Councillor J Gallen and agreed that the report, and its implications for the Council in relation to flood prevention and management, be noted.

At the request of Alderman W A Leathem, the Head of Internal Audit and Risk agreed to provide the above report to the five services within the Council for which he considered it could be a source of information.

4.6.2 The National Fraud Initiative: Northern Ireland Issue date 7 July, 2016

Members having been provided with a copy of the above report, it was proposed by Councillor D J Craig, seconded by Councillor S Carson and agreed that its contents be noted.

5. Confidential Business

It was agreed that the report and recommendations of the Chief Executive be adopted, subject to any decisions recorded below.

The matter contained in the confidential report would be dealt with “In Committee” due to containing information likely to reveal the identity of an individual.

“In Committee”

It was proposed by Councillor A Redpath, seconded by Alderman G Rice and agreed that the following matter be considered “in committee”, in the absence of members of the press and public being present.

5.1 Report of the Head of Human Resources & Organisation Development (Acting)

Members were provided with a copy of a report prepared by the Head of Human Resources & Organisation Development (Acting) containing the following matter:

5.1.1 Retrospective Reporting of Redundancies

Members having been provided with details of voluntary redundancies that had been progressed through the RPA Severance Scheme last month, it was proposed by Councillor J Baird, seconded by Councillor A Grehan and agreed that these be noted.

Resumption of Normal Business

It was proposed by Alderman M Henderson, seconded by Alderman G Rice and agreed to come out of committee and normal business was resumed.

6. Any Other Business

There was no other business.

Conclusion of the Meeting

At the conclusion of the meeting, Alderman W A Leathem congratulated the Chairman, Councillor T Mitchell, on the efficient manner in which he had conducted the business on the agenda.

There being no further business, the meeting was terminated at 5.51 pm.

Mayor/Chairman

LISBURN & CASTLEREAGH CITY COUNCIL
MEETING OF GOVERNANCE AND AUDIT COMMITTEE – 8 NOVEMBER, 2016

REPORT BY DR THERESA DONALDSON, CHIEF EXECUTIVE

PURPOSE AND BACKGROUND

The purpose of this report is to set out for Members' consideration, a number of recommendations relating to the operation of the Council.

The following decisions are required:

To agree that the Chairman and Vice-Chairman, or their nominees, attend the CIPFA Annual Governance & Leadership Conference

To agree the recommendations contained in the report of the Performance Development Officer

To approve the General Power of Competence draft guidance document and advise of any additional themes for inclusion

To (a) note the draft document on Developing a Scheme/Guidance for Handling Petitions Made to Council and provide any comments, in particular opinions or views on how Members and Officers should behave and deal with petitions concerning Lisburn & Castlereagh City Council; and (b) agree to take forward either Protocol A or Protocol B for use in a fuller policy document

To note the contents of the Partnership Panel Meeting Key Outcomes Paper

To note the new Corporate Risk 14

To note the guidance and action taken in relation to the use and approval of confidentiality clauses/agreement in dispute settlements

To note the items contained in the Community Planning Manager's report

ITEMS FOR DECISION

1. **CIPFA ANNUAL GOVERNANCE & LEADERSHIP CONFERENCE**
24 NOVEMBER, 2016 – QUB, RIDDEL HALL, BELFAST

Attached, under **Appendix 1**, is a copy of details of the above conference, the estimated cost of a Member's attendance at which was £206.70. A reduced fee was available for anyone who attended the CIPFA Annual Conference on 11 October; therefore, the estimated cost of the Chairman or Vice-Chairman attending would be £156.70.

Recommendation

It is recommended that the Chairman and Vice-Chairman, or their nominees, attend the CIPFA Annual Governance & Leadership Conference.

2. **PERFORMANCE IMPROVEMENT**

Attached, under **Appendix 2**, is a copy of a report prepared by the Performance Development Officer regarding a number of performance improvement matters.

Recommendation

It is recommended that the recommendations contained in the report of the Performance Development Officer be approved.

3. **THE GENERAL POWER OF COMPETENCE – GUIDANCE DOCUMENT**

Attached, under **Appendix 3**, is the first draft of a “General Power of Competence (GPC) Guidance Document”. This draft document has been produced to assist Members and Officers when considering the use of the GPC.

Members will be aware that the Local Government Act (Northern Ireland) 2014 provided councils with a new statutory power called The General Power of Competence, which allows councils to have the power to do anything an individual may do, unless specifically prohibited. It is anticipated that the GPC will give councils the opportunity to develop new and innovative business models in ways that were previously disallowed.

The draft paper is being taken to inform Members of progress on this issue and receive their comments on work to date.

Recommendation

It is recommended that Members approve the draft guidance document and advise of any additional themes for inclusion.

4. **DEVELOPING A SCHEME/GUIDANCE FOR HANDLING PETITIONS MADE TO COUNCIL**

At the September meeting of the Committee, Members were reminded that an independent investigator had suggested that a policy and guidance document for handling petitions made to Council should be developed. It was further suggested that guidance should be produced for Elected Members and staff about the completion of petitions. Attached, under **Appendix 4**, is a draft “Developing a Scheme/Guidance for Handling Petitions Made to Council”. The draft paper is being taken to inform Members of progress on this issue and receive their comments on work to date.

Recommendation

It is recommended that:

- (a) Members note the draft document and provide any comments they have, in particular their opinion or views on how Members and Officers should behave and deal with petitions concerning Lisburn & Castlereagh City Council; and
- (b) agree to take forward either Protocol A or Protocol B for use in a fuller policy document.

ITEMS FOR NOTING

5. **PARTNERSHIP PANEL MEETING – 12 OCTOBER, 2016** **KEY OUTCOMES PAPER**

Attached, under **Appendix 5**, is a copy of a key outcomes paper provided by NILGA following the Partnership Panel Meeting held on 12 October, 2016.

Recommendation

It is recommended that the contents of the key outcomes paper be noted.

6. **CORPORATE RISK REGISTER AMENDMENT**

As reported at the October Committee meeting, consideration was being given to the risk around delivering the Rural Development Programme. Attached, under **Appendix 6**, is the new Corporate Risk 14 – Failure to deliver the Rural Development Programme. This risk has been added to the Corporate Risk Register.

Recommendation

It is recommended that the Committee note the new Corporate Risk 14.

7. **USE AND APPROVAL OF CONFIDENTIALITY CLAUSES/AGREEMENT IN** **DISPUTE SETTLEMENTS**

Attached, under **Appendix 7**, is a copy of email correspondence received from the Northern Ireland Audit Office on 25 October, 2016. The Audit and Risk Manager has distributed the guidance to the Corporate Management Team for its review and distribution to relevant Officers.

Recommendation

It is recommended that Members note the guidance and action taken.

8. **COMMUNITY PLANNING**

Attached, under **Appendix 8**, is a copy of a report prepared by the Community Planning Manager providing an update on community planning matters.

Recommendation

It is recommended that Members note the items contained in the Community Planning Manager's report.

DR THERESA DONALDSON
CHIEF EXECUTIVE
3 November, 2016

CIPFA Annual Governance and Leadership Conference: Shaping the new order

Thursday 24 November 2016 QUB, Riddel Hall, Belfast

In partnership with the Chairs' Forum and the Chief Executives' Forum



CIPFA Annual Governance and Leadership Conference	
9.00–9.30	Registration and refreshments
9.30–9.35	<p>Welcome and introduction Celebrating ten years of the Northern Ireland Chairs Forum Conference is chaired by Wendy Austin, Journalist and Broadcaster Colm McKenna, Chair of the Chairs Forum and AFBI Steve Mungavin, Head of CIPFA Northern Ireland</p>
9.35–9.55	<p>Keynote address In this session, Ministers will outline the ambition in the new Programme for Government. How can we make the most of this new approach for our citizens? First Minister and Deputy First Minister (invited, to be confirmed)</p>
9.55–10.25	<p>Lessons from our journey In this session, Steve will set out how public bodies in Wales have collaborated, and with strong public engagement have set out their vision for reform in a Wellbeing for Future Generations Act. What are the lessons for Northern Ireland? Steve Thomas, Chief Executive, Welsh Local Government Association</p>
10.25–11.00	<p>PfG – Getting our underpinning governance right In this session colleagues will discuss how our existing governance arrangements must change to support more effective, efficient ways of working. Colleagues will draw on recent UUJ research, the OECD report and emerging thinking about delivering a new approach in the PfG. Katrina Godfrey, Director of PfG and NICS of the Future, Executive Office NI Stephen Peover, Chair of the Chief Executives Forum Colin Sullivan, Director of Strategic Policy and Reform, Department of Finance</p>
11.00–11.15	<p>Delegate Discussion How will this new thinking impact our practice?</p>
11.15–11.45	Coffee

<p>11.45–12.40</p>	<p>Northern Ireland PLC – Are we all on the same agenda? In this session leaders from local government, business and the third sector will consider if and how we can work more collectively to drive better outcomes for our citizens. Derek McCallum, Chief Executive, NILGA Kieran Harding, CEO, Business in the Community Andrew McCracken, Co3, Chief Executive, Community Foundation</p>
<p>12.40–1.10</p>	<p>Ten years on – Have the lessons been learned? Everyone is aware that banks have had a bumpy time over the last few years with some very high-profile issues. Drawing on his experience in AIB, Ulster Bank and his current role in an alternative finance start-up, Stephen will discuss his views on how boards have – and haven't – responded to the challenges. Stephen Bell, Group Chief Risk Officer, Wellesley Group</p>
<p>1.10–2.10</p>	<p>Lunch</p>
<p>2.10–3.10</p>	<p>Sharing the learning Café conversations In this session delegates will have the opportunity to join three tables for a 15-min discussion on an element of emerging good practice. Tailor your agenda to maximise your own learning. Indicative conversations</p> <ol style="list-style-type: none"> 1. Working together – What should our new leadership behaviours be? Michael Wardlow, Chair, NI Equality Commission 2. Board information – Getting it right Frank Bryan, Chair, Belfast Met 3. Lessons from governance reviews, Steve Mungavin, Head of CIPFA NI 4. Board room diversity – Exploring practical actions, Judena Lesley, Commissioner for Public Appointments 5. New approaches in risk management, Colin Langford, CIPFA Associate 6. Wellbeing outcomes and citizen engagement, John Woods, School of Law, QUB and Carnegie 7. Community planning – Delivering community improvements or reinventing the wheel? Rachael Craig, Business Support and Change Manager, Derry City and Strabane District Council 8. Leading innovation from the boardroom, lead TBC
<p>3.10–3.30</p>	<p>Refreshment break</p>
<p>3.30–3.55</p>	<p>Launch of Board Effectiveness Good Practice Guide NIAO Kieran Donnelly, Comptroller and Auditor General, NI Audit Office</p>
<p>3.55–4.20</p>	<p>Roundtable discussions What are our priorities for progress?</p> <ul style="list-style-type: none"> • individual organisations • as a leadership community

4.20–4.50	Good governance – The bedrock of success Patrick Nelson Chief Executive, Irish Football Association
4.50–5.00	Closing remarks Terence Brannigan Vice Chair, Chairs Forum, Chair, NI Tourism
5.00–6.00	Anniversary drinks celebration Reflections from Malcolm McKibbin Head of Northern Ireland Civil Service

We reserve the right to alter the timing or content of sessions where circumstances require.

Full day price

£195 +vat

Discount rate

£145+vat

Applicable to Chairs' Forum members, CEF, multiple bookings and delegates who attend CIPFA NI Annual Conference - 11 Oct 2016

Rates include all food and refreshments

To book telephone 02890-266770 or e-mail david.kielty@cipfa.org

November 2016

1. **APSE PERFORMANCE NETWORKS SEMINAR 2016**
MEASURE TO SURVIVE: "HOW PUBLIC SERVICES CAN WITHSTAND
AUSTERITY BY MEASURING AND IMPROVING PERFORMANCE"
1-2 DECEMBER, THE HILTON HOTEL, BLACKPOOL

Attached, under **Appendix PDO1**, is a copy of an email dated October 2016 from APSE regarding its Performance Networks Seminar, taking place on 1st - 2nd December 2016 in Blackpool. Members should note that APSE are offering a FREE seminar place to all the Northern Ireland member authorities (one per authority) which includes one night's accommodation (either Wednesday 30 November or Thursday 1 December). The estimated cost of a Member's attendance at the seminar is £551.24.

Recommendation

It is recommended that the Chairman and Vice Chairman, or their nominees, and appropriate officers attend this event.

2. **PERFORMANCE IMPROVEMENT EVENT**

As Members are aware, the Chief Executive chairs the NI Local Government Performance Improvement Working Group. An event entitled "Post Improvement Audit 2016 - Where do we go from here?" has been organised for Monday 14th November 2016 in the Council's Bradford Court Offices. All 11 Council Chief Executives and their Performance Improvement and Community Planning officers have been invited to attend this facilitated event. This event is being sponsored by the Local Government Training Group.

Recommendation

It is recommended that members note this item.

Collette Roe

Subject: FW: APSE performance networks seminar 2016
Attachments: PN Seminar Flyer 2016.pdf

From: APSE Info [mailto:APSEInfoServices@apse.org.uk]
Sent: 26 October 2016 10:05
To: APSE Info
Subject: APSE performance networks seminar 2016



APSE performance networks seminar 2016

Measure to survive:

How public services can withstand austerity by measuring and improving performance

1-2 December, the Hilton Hotel, Blackpool

I am pleased to announce that our performance networks seminar will be held on 1-2 December 2016 at the Hilton Hotel, North Promenade, Blackpool, FY1 2JQ.

Key note speakers include:

- **Benchmarking in Australia and New Zealand: how do they do it? Annalisa Haskell, Chief Executive Officer, Local Government Professionals Australia**
- **Perceptions of council's performance: what do the public think? Paul Smith, Director for Government & Public Sector, Survation**
- **Is performance sustainable? – Debbie Johns, Head of Performance Networks, APSE**
- **APSE's Overall Council of the Year 2016: Nottingham's improvement journey – Andy Vaughan, Corporate Director, Nottingham City Council**
- **Brexit and the impact on front line services – panel discussion**

The seminar will feature innovation forums on the latest issues affecting performance management and measurement:

1. Does innovation increase productivity?
2. Human resources and performance management
3. Financial sustainability, liveability and environmental services
4. User participation in improving service delivery
5. Developments in performance networks including the Trading Standards pilot
6. Northern Ireland benchmarking project

There is an emphasis on service-specific workshops for:

- A. Building cleaning

- B. Building maintenance (housing & non-housing)
- C. Catering (including education and civic hospitality)
- D. Cemetery and crematorium services
- E. Environmental health and Trading standards
- F. Roads/highways, winter maintenance & street lighting
- G. Parks, open spaces and horticultural services
- H. Refuse collection
- I. Sports & leisure facility management
- J. Street cleansing
- K. Transport operations and vehicle maintenance

This working seminar is an essential part of the performance networks timetable and is an excellent shared learning opportunity. The seminar will include the year 18 (2015/16) data collection results as well as issues affecting service performance. The workshop sessions will feature a range of topics including what the data is telling us about managing reduced budgets, generating income, how to use performance data effectively, best practice case studies and problem solving surgeries. There will be an opportunity in each workshop to discuss issues of local concern and develop solutions with colleagues through problem solving surgeries.

Most improved and best performer awards and dinner, 2016

The prestigious performance networks awards are a high-profile occasion where both the best performing authorities and the most improved are awarded for their achievements. There are dedicated awards for each service area and finalists are selected based on those authorities who have participated in performance networks.

We expect the seminar to be heavily subscribed and this year places have again been limited. Accommodation has been secured and will be allocated on a first-come-first-served basis. Please note that APSE cannot guarantee that Hilton Hotel accommodation will be allocated for late bookings. Reserve your place now, by completing the enclosed booking form and faxing back to Vicky Starmer on 0161 772 1811 or vstarmer@apse.org.uk Please click here to **BOOK** online.

For group bookings of 5 or more delegates attending the whole seminar, a 10% discount will be deducted from your invoice.

I look forward to meeting you at the seminar.

Kind regards

Debbie Johns
Head of Performance Networks
APSE

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Performance networks seminar 2016

1 and 2 December 2016, Hilton hotel, Blackpool

Measure to Survive

How public services can withstand austerity by measuring and improving performance



“Without data, you’re just another person with an opinion” - W. Edwards Deming

Day one: Thursday 1 December

9.00 Delegate Registration

10.30 **Session 1: Performance and opinions**

Chair: Cllr Van Coulter, APSE National Chair

Benchmarking in Australia and New Zealand: how do they do it?

- Responsibilities, budgets and challenges for councils
- New council comparative analysis tool to self/enable like-for-like comparisons
- Key stats for front line services in Australia and New Zealand
- Using data for planning and risk management

Speaker: Annalisa Haskell, Chief Executive Officer, Local Government Professionals Australia

Is performance sustainable?

- Can we contain costs but still deliver on quality?
- Are councils becoming more entrepreneurial?
- Income generation case studies

Speaker: Debbie Johns, Head of Performance Networks, APSE

Perceptions of council's performance: what do the public think?

- How well have local government responded to the challenges?
- Perceptions of front line services – what are the priorities
- Evidence from the latest opinion polls

Speaker: Paul Smith, Director for Government & Public Sector, Survation

12:00 - 12:15 Tea and coffee

12.15 Thematic Forums

Forum 1: Does innovation increase productivity?

- Technology
- New ways of working
- New approaches to service delivery

Speaker: Andy Mudd, Head of Solutions, APSE

Forum 2: Human Resources and performance management

- Developing a holistic framework for Human Resources
- Performance management and wellbeing in Edinburgh
- The business case for health and wellbeing in the workplace

Speaker: Wendy Henderson, Health Improvement and Diversity Manager, Edinburgh City Council and Jan Kennedy, Head of Training, APSE

Forum 3: Financial sustainability, liveability and environmental services

- What do changes to local government finance mean to environmental services?
- Can the social care funding gap be met to leave enough money in the pot for refuse, recycling, parks and public realm?
- Is your area attractive enough to business?

Speaker: Mo Baines, Head of Communication and Coordination, APSE

Forum 4: User participation in improving service delivery

- Monitoring performance
- Increasing customer satisfaction
- Marketing services to increase awareness

Speaker: Maxine Moar, APSE associate and Paul O'Brien, Chief Executive, APSE

Forum 5: Developments in Performance Networks

- Trading standards pilot – what does this involve?
- Report developments from the new database system
- LAMS – changes in the model and how do I get involved?

Speakers: Sandra Harkness, Trading Standards Manager, Dumfries and Galloway Council and Debbie Johns, Head of Performance Networks

Forum 6: Northern Ireland benchmarking project

- Emerging legislation and policy developments
- Reporting requirements for performance
- Update on the APSE Northern Ireland project

Speaker: Nichola Creagh, Local Government Policy Division, Department for Communities, Ellen Cavanagh, Derry City & Strabane District Council and Phil Brennan, Head of Energy, APSE

13.00 - 14.00 Lunch

Please note forum numbers are limited to 50 attendees per forum. Places are allocated on a first come first served basis.

14:00 Workshops:

Workshop A: Building Cleaning

- Staff recruitment and retention
- Retaining and expanding the customer base
- What real gains does technology bring to cleaning?
- Do output based specifications deliver acceptable standards?

Facilitators: Dale Robson and Bryan Redhead, Gateshead Council and Rob Bailey, APSE Principal Advisor

Workshop B: Building maintenance (housing and non-housing)

- Managing greater demand for caretaking services
- Generating income and selling services
- Access to properties
- Bringing DLO and Housing services together
- The future: technology, information and skills

Facilitators: Heather Michael, South Ayrshire Council, Kenny Gillespie, Falkirk Council, Phil Brennan, Head of APSE Energy and Colin McInnes, APSE associate

Workshop C: Catering (including education and civic hospitality)

- Procurement and subsidy calculations
- UIFSM, has it resulted in sustained uptake?
- Tendering, developing a competitive offer
- Staff recruitment, retention and training

Facilitators: Elaine Long, Bolton MBC, Ken Campbell, North Ayrshire Council and John Bedwell, APSE associate

Workshop D: Cemetery and crematorium services

- Is income generation an appropriate strategy for burial services?
- Memorial safety – what should be done to ensure public safety?
- Partnership funeral service
- Reburials – can we introduce it in England and Wales?

Facilitators: Paul Wright, Halton Borough Council, Andrew Bond, Wigan Council and Peter Linsell, APSE associate

Workshop E: Environmental health and Trading standards

- The importance of performance management systems to improving service quality
- Statutory Food Hygiene Rating System – is it necessary?
- Food crime what can we do to prevent it?
- Review of public health and enforcement data collection

Facilitators: Louise Melville, APSE Principal Advisor

Workshop F: Roads/highways, winter maintenance and street lighting

- Approaches to managing lower priority assets
- Collaboration (Ayrshire's)

- Innovation through materials and technology
- Traffic management and street furniture
- Impact of driverless vehicles
- Street lighting and the effect on the environment

Facilitators: Dave Williamson, East Riding of Yorkshire Council and Jan Kennedy, Head of APSE training

Workshop G: Parks

- Integrated weed control and alternatives to glyphosate
- Income generation in parks
- Naturalised planting and maintenance frequencies
- Developing appropriate quality standards

Facilitators: Tim Ward-Dutton, Halton Borough Council, Paul Naylor, Eastleigh Borough Council, Wayne Priestley, APSE Principal Advisor and Ian Jones, APSE associate

Workshop H: Refuse collection

- Income generation
- Collection frequency and size of residual bins
- Random drugs and alcohol testing
- Increasing recycling rates – public engagement and new collection systems
- Charging for garden waste

Facilitators: Caroline McKenzie, Gedling Borough Council, Dela Moreland, Kettering Borough Council, Ady Selby, West Lindsey District Council, Kirsty Spindler, South Gloucestershire Council, Mo Baines, APSE Head of Communication and Co-ordination and Peter Kirkbride, APSE associate

Workshop I: Sports and leisure

- What works best in membership retention?
- Developing an offer around Public Health
- What does the ideal leisure centre look like?
- Budget gyms and their effect on user numbers

Facilitators: Dave Clark, East Riding of Yorkshire Council, Lorna Box, APSE Principal Advisor and Sue Finnigan, APSE associate

Workshop J: Street cleansing

- Use of private environmental street scene enforcement agencies
- Income generation
- Managing demand
- Land Audit Management System

Facilitators: Paul Naylor, Eastleigh Borough Council and Dave Henrys, APSE associate

Workshop K: Transport

- Double shifting vehicles
- VOSA MOT centres
- Optimising the use of maintenance facilities
- Grey Fleet options and policy

Facilitators: Tom Henderson, Fife Council and Andy Mudd, Head of APSE solutions

17.15 Seminar close

Evening Programme

The prestigious performance networks awards are a high profile occasion where both the best performing authorities and the most improved are awarded for their achievements. There are dedicated awards for each service area and finalists are selected based on those authorities who have participated in performance networks.

19.00 Pre-dinner drinks

19.30 Performance networks dinner

21.30 Performance networks awards for best and most improved authorities

APSE is proud to once again be supporting Parkinson's UK as our event charity this year and hopes to add to the many thousands raised at our awards in recent years for this vital charity.

Day two: Friday 2 December

Chair: Paul O'Brien, APSE Chief Executive

10.00 APSE Overall Council of the Year 2016: Nottingham's improvement journey

- Commercialism and innovation in service delivery
- Making services more self-sustaining through income generation
- The role of data to make informed choices and evidence decisions
- Looking beyond 2016: is it more of the same?

Speaker: Andy Vaughan, Corporate Director, Nottingham City Council

10.30 Brexit and the impact on front line services – panel discussion

- Impact on purchasing goods
- EU funding streams and grants
- Impact on waste regulations and recycling targets
- Service delivery – what will change?

Panel members include: Paul Wright, Open Space Services – Divisional Manager, Halton Borough Council, Caroline McKenzie, Waste Services Manager, Gedling Borough Council, Anita Brown, Service Manager, Stockton-on-Tees Council, Kenny Gillespie, Property and Asset Manager, Falkirk Council and Paul O'Brien, APSE Chief Executive

11.30 Seminar close



Booking form

APSE Performance Networks seminar, 1- 2 December 2016, The Hilton hotel, North promenade, Blackpool

Office use

Del#

DB:

Conf:

Accom:

main contact name:

authority:

address:

postcode:

telephone:

fax:

email:

Please detail any special dietary (including vegetarian and vegan)/access requirements for the delegates listed below:

APSE issues a written confirmation for all delegate bookings received. If you have not received your confirmation letter within 10 working days of sending your booking form, then please contact APSE on 0161 772 1810.

Payment information

What's included: the delegate fee covers attendance on both days, delegates' documentation, lunches, light refreshments, dinner and attendance at the performance networks awards ceremony and accommodation on the evening of Thursday 1 December 2016.

Performance networks corporate/service contacts - £215 + VAT

Other performance networks member delegates - £265 + VAT

Non performance networks member delegates - £ 365 +VAT

Private / Non Local Government delegate - £499+VAT

Please indicate preferred method of payment (tick):-

VAT registration number 519 286 915

Please find enclosed cheque (made payable to APSE)

Please invoice me: Purchase order number:

For group bookings of 5 or more delegates attending the whole seminar, a 10% discount will be deducted from your invoice.

All personal charges incurred at the Hotel are payable upon departure by the delegate.

Please note that all hotel bookings at this event must be reserved via APSE as the hotel will not accept any direct bookings. Delegates wishing to book accommodation on any night other than 1 December must contact the hotel directly to do this. All accommodation at the conference venue is allocated on a first come first served basis

Cancellation and refund policy: Reservation is a contract. Substitution of delegates is acceptable any time in writing by post, email to vstarmar@apse.org.uk or fax to 0161 772 1811. Cancellations must be made in writing at least 10 working days before the event and will incur a 20% administration fee. No refunds can be given for cancellations received less than 10 working days before the event or for non- attendance. In the unlikely event of cancellation by the organisers, liability will be restricted to the refund of fees paid. The organisers reserve the right to make changes to the programme, speakers or venue should this become necessary.

Delegate Name	Delegate Position	Thematic Forum choice (1-6)	Workshop session choice (A-K)	Accommodation required
				Yes/No

Please return completed form to Vicky Starmer, APSE, 2nd floor Washbrook House, Lancastrian Office Centre, Talbot Road, Old Trafford, Manchester M32 0FP

or fax direct to: 0161 772 1811 Telephone: 0161 772 1810 E-mail: vstarmar@apse.org.uk

Lisburn & Castlereagh City Council

The General Power of Competence – Guidance Document

1. General Power of Competence

The Local Government Act (Northern Ireland) 2014 provided councils with a new statutory power called The General Power of Competence (GPC), which allows councils to have the power to do anything an individual may do, unless specifically prohibited. The scope and limitations of the General Power are set out in Part 11 of the Act.

It is anticipated that the GPC will give councils the opportunity to develop new and innovative business models in ways that were previously disallowed. It is further hoped that it will increase confidence, promote innovation and creativity. The power aims to do that by expressly giving councils the power to take the reasonable action they need '*for the benefit of the authority, its area or persons resident or present in its area*', this will inevitably flow from particular local needs in specific local circumstances.

It is important to note that the Councils' Community Plan should be viewed as a conduit for using the new powers.

2. Effective Use of the Power – Examples of how it may be used

There are a number of areas of how this Power may be used including:

- Extending services and support into new areas – e.g. – where a service has been withdrawn by another statutory provider due to budget constraints (youth service provision).
- Regeneration and supporting the local economy in difficult times – e.g. establishing funds to help small local business with growth potential who may have finance access issues.
- Delivering greater value for money – councils no longer have to identify a specific link to the economic, environmental or social wellbeing of the area to use the power.

The experience of councils (in England) making use of the General Power suggests the following guidelines for its effective use:

- Be clear about what you want to achieve – and that this is aligned with the priorities of the council and local community. The GPC is not an end in itself, merely a means to an end.
- Develop and support an environment which promotes an innovative and entrepreneurial approach.
- Recognise the potential of the GPC as a lever to tackle excessive caution or fixed ways of doing things.
- Check for any pre-and post-commencement limitations (and consider modifying the approach where necessary). Where used as a basis for charging, ensure that charges are not being made for a statutory service, that the recipient agrees to receive the discretionary service and charges are on a cost recovery basis.
- Consider implications of different company structures and state aid provisions as appropriate.

3. Constraints on the use of the GPC

There are some limitations on the General Power, either because they are not things which an individual can do or because they are excluded by the Act. The GPC will not:

- provide councils with new powers to raise tax or precepts or to borrow;
- enable councils to set charges for mandatory services, impose fines or create offences or byelaws, over and above existing powers to do so;
- override existing legislation in place before the Local Government Act 2014, so-called 'pre-commencement limitations' (however powers enacted after commencement of the GPC will only limit the GPC if this explicitly stated in the legislation).
- the types of company structures which may be employed in trading or other activities under the GPC are restricted to companies limited by shares or guarantee or industrial or provident societies. This prevents the use of community interest companies or similar, which councils may find more appropriate in some circumstances.

4. Charges

Where using the GPC for charging or trading purposes, the recipient should agree to the service being provided, the income from charges should not exceed the cost of provision and, where things are done for commercial purposes, this must be done through a specified type of company. Charges made under the GPC may only be made for discretionary services and should be set at a level which simply recovers costs and does not generate a profit or surplus, therefore limiting the ability of the power to raise additional revenue.

5. Considerations in Use of the Power

As trustees of public resources, councils clearly need to continue acting with prudence and reasonableness in the sense of properly considered and rationally based decisions, for which they will be ultimately held accountable by their local electorate. This type of robust decision-making to minimise the likelihood of a successful challenge, before and in the course of taking competence power decisions, may involve:

- Considering whether there is any relevant law or regulatory infrastructure surrounding the proposed activity and ensure, so far as reasonably practicable, that either there are no material legal restrictions, or any that may exist will be appropriately addressed;
- Complying with all legal requirements relevant to the proposed project, including equality legislation;
- Developing a sound business or project case which (amongst other things) may encompass: resources likely to be needed, cost, affordability and potential returns, benefits to be accrued, risks and how these can be mitigated;
- Ensuring that the decision has a rational base, is taken in the light of all relevant considerations, and is on an ongoing basis a prudent use of the council's financial and other resources;
- Ensuring that the legal bases for the decisions to be taken (including where appropriate use of the competence power) are specified in the decision report.

Lisburn & Castlereagh City Council

Developing a Scheme / Guidance for Handling Petitions Made to Council

The purpose of this report is to assist Lisburn & Castlereagh City Council (LCCC) to develop a protocol for handling petitions as recommended in a recent complaint investigation report.

The report is as follows:

Section 1: Key Issues for Consideration

Section 2: Role of Officers and Elected Members

**Section 3: Sample protocol A
Sample Protocol B**

For consideration

1. For Members to note and make any appropriate comments, in particular their opinion or views on how Members and Officers should behave and deal with petitions concerning Lisburn & Castlereagh City Council.
2. Agreement to take forward either Protocol A or Protocol B for use in a fuller policy document.

SECTION 1: KEY ISSUES FOR CONSIDERATION

This is a summary of some key issues requiring consideration by Lisburn & Castlereagh City Council in the development of a Scheme / Guidance for Handling Petitions made to them.

- Recognition of petitions as a means of connecting people and the public with political decision making and influencing decisions in the area.
- Transparent Scheme / Guidelines for the Council's process of handling petitions received.
- Preparing and disseminating standards (time periods, etc) for the receipt of petitions.
- To whom the petition will be presented - a nominated official / at a Council / Committee meeting.
- Guarantee of debate if a threshold of signatories is reached.
- Requirements from petitioner - clarity and concision of statement, details of identity - name address, signature.
- Open statement on non-acceptance of vexatious, abusive, inappropriate petitions.
- Practicality of addressing danger of online abusive comments associated with petition eg organise petition through Council website?
- Developing Council e-petition facility, where in essence the Council facilitates the presence of the petition through its website - issues of security, retention of petition online for agreed live period to solicit signatories, removing offensive material.
- Cessation of consideration / acceptance of petitions at times - pre-election?
- Clear formulation of range of Council responses - eg taking action requested, considering at Council meeting, holding an enquiry, undertaking research, piloting a trial, holding a public meeting, holding a meeting with petitioners, holding a consultation, referring petition to other relevant public body, writing to petitioner setting out Council views.
- Clarification of issues which will not be considered under petition eg planning / licensing applications - or where existing rights of appeal apply or other procedures exist.
- Commitment to publish on website response to petitions.
- Review / appeal system for complaints of how petitions were handled.

SECTION 2: ROLE OF OFFICERS AND ELECTED MEMBERS

The behaviours displayed and role of both Elected Members and Officers of Lisburn & Castlereagh City Council in the development, process and handling of petitions can be included as part of the following:

- Code of Conduct for Members
 - Rules relating to Register of Interests
 - Rules relating to lobbying and access to councillors

- Code of Conduct for Officers
 - Standards of behaviour, impartiality & conflicts of interest
 - Personal Interests

- Current council policies on social media and handling correspondence

If an officer or elected member has been involved in or signed a petition that will be presented to the Council they will be expected to declare an interest if they are involved in direct discussion of the petition.

Comments are welcome on how Members and Officers should behave towards petitions that concern the Council.

SECTION 3
SAMPLE PROTOCOL A

Lisburn & Castlereagh City Council
Policy for the Receipt and Management of Petitions

This document sets out how Lisburn & Castlereagh City Council will receive and manage Petitions from the local community.

Receipt and Management of Petitions

1.0 Introduction

- 1.1** A petition represents the expression of the views of the people who sign it and petitions are an important mechanism for the expression of community views and the public voice. However, to avoid the danger of listening only to active, vocal groups, petitions should not be viewed in isolation but as one piece of evidence and information which contributes to an overall picture.
- 1.2** This guidance outlines how Lisburn & Castlereagh City Council will handle any petitions from the local community. This guidance is relevant to the receipt and management of either paper or e-petitions.
- 1.3** It sets out two circumstances in which petitions may be received: outside a formal consultation period or during a formal consultation period.

2.0 Policy Context

- 2.1** There is currently no clear, legally binding guidance to local councils on handling petitions.
- 2.2** When considering the receipt and management of e-petitions, the Council wishes to ensure it follows best practice. The Council has drawn on published terms and conditions for submitting e-petitions, utilised by HM Government.

3.0 Criteria for the consideration of petitions

- 3.1** In order to be received for consideration, petitions should meet the criteria outlined below:
- 1) Petitions may be received in paper or electronic format.
 - 2) Petitions should include a statement of petition on each page, which should comprise:
 - a) the organisation to which the petition is being addressed
 - b) the proposition which is being promoted by the petition

- c) the timeframe over which the petition has been collected
- d) the following information about each petitioner should be included:
 - Name
 - Address
 - Signature (in the case of a written petition)
 - Email address (in the case of an electronic petition)

3) The name and address of the petition organiser, who must be resident within the Lisburn & Castlereagh City Council area, should be printed on the first page of the petition. Is it the council area? Or what happens if it is a wider national issue?

3.2 Petitions will not be considered if they are repeated, vexatious or if they concern issues which are outside Lisburn & Castlereagh Council's remit. Petitions will also not be considered if the information contained is confidential, libellous, false, defamatory or offensive.

- 1) A petition will be considered as a repeat petition if:
 - it covers the same or substantially similar subject matter to another petition received within the previous six months;
 - it is presented by the same or similar individuals or groups as another petition received within the previous six months.
- 2) A petition will be considered as a vexatious petition if:
 - it focuses on individual grievances
- 3) A petition will be considered as outside LCCC's remit if:
 - it focuses on a matter relevant to another organisation
 - it requests information available via Freedom of Information legislation
 - its aim is to correspond on personal issue(s) with an individual(s).
- 4) A petition will be considered as confidential, libellous, false or defamatory if:
 - it contains information which may be protected by an injunction or court order
 - it contains material which is potentially confidential, commercially sensitive, or which may cause personal distress or loss
- 5) A petition will be considered as offensive if:
 - it contains language that may cause offence, is provocative or extreme in its views

3.3 Where a petition does not meet the requirement set out in the criteria above then the relevant Director will respond in writing within ten working days to confirm that the petition has been received and that, as the petition does not meet the criteria, no response will be provided.

4.0 Petitions received outside formal consultation period

- 4.1** For petitions received outside a formal consultation period, the Chief Executive/Chair/Mayor will delegate responsibility for receiving a petition to their nominated representative.
- 4.2** The Chief Executive/Chair/Mayor's nominated Committee Member will arrange for a short private meeting with the Petition Organiser to formally receive the Petition. All photographic opportunities may be politely declined by the Council during this meeting.
- 4.3** Once received, the Chief Executive/Chair/Mayor's nominated representative will ensure that the petition receives appropriate and proportionate consideration at the next available Committee Meeting and that a response is made in writing.

5.0 Petitions received during a formal consultation period

- 5.1** Where a petition concerns an issue out for formal consultation it will be considered as an item of correspondence, in the same way that any other response would be considered. Petitions will be considered as valid for consideration as part of the consultation if they meet the requirements set out in the criteria outlined in Section 3.0 of this policy.
- 5.2** All petitions received will be shared with the relevant Committee(s) as part of the report on views received during consultation and the overall results of the consultation.
- 5.3** When a report on the outcome of consultation is prepared, the following issues will be taken into account when considering a petition:
- Consultation is not a public vote. Influence will be afforded to the most cogent ideas and arguments, and not necessarily to the views of the most numerous stakeholders.
 - The petition should be relevant to the subject of the consultation. It may not necessarily use the same words, but it should have a bearing on the proposal(s) that the Council has put forward.
 - The petition should reflect the latest proposals and policy statements being made by the Council and not relate to issues that are no longer under consideration. This is particularly relevant when considering the timescale during which signatures have been collected.
 - The petition should provide an accurate reflection of the proposals in the consultation, rather than including misleading information or statements.

- The petition should relate to the consultation and to the proposed action of the Council (and/or its stakeholders), rather than to broader policy agenda beyond the scope of the consultation.
- The petition's concerns will be assessed in relation to the aims being put forward in the consultation, and the rationale and constraints behind it. For example, a petition that proposes a realistic alternative option will normally be given greater weight than a petition that simply opposes an option that has been put forward for valid reasons.
- The petition's concerns will also be assessed in relation to the impact on other populations if these demands were accepted. This assessment could take into account views expressed in other petitions (which may conflict) or in more direct responses to the consultation.

5.4 The organiser of the petition will receive correspondence from the Council as the body that has initiated the consultation, in the same manner as other respondents (e.g. acknowledgement, an outcome letter describing how the issues raised during consultation have influenced the decisions made following consultation).

5.5 Petitions will be formally acknowledged in the analysis of consultation responses, along with all the other responses. If what Petitioners call for is accepted or rejected, the reasons for this should be given, set out against a transparent set of criteria.

SAMPLE PROTOCOL B

LISBURN AND CASTLEREAGH CITY COUNCIL PROTOCOL FOR DEALING WITH PETITIONS

What constitutes a valid petition?

A valid petition includes the following:

- Any petition must contain **100** or more valid signatures of people who live, work or study in the Lisburn & Castlereagh City Council area.
- Details and contact information for the person designated as the petition organiser or lead petitioner.
- The signatures of each petitioner should be followed by the date of signature and their name and address.
- The petition must include a request for some form of action to be taken.

A valid petition must:

- Relate to a function of the Council or a Partner organisation (Community Planning Partner?)

A valid petition must not:

- Relate to a Planning or regulatory decision
- Relate to a matter where a right of recourse or right of appeal is already provided for in law.

A petition will not be accepted as valid in the following circumstances:

- In the opinion of the <insert name/position of officer>, after consultation with the relevant Director, the petition is vexatious, abusive or otherwise inappropriate to be dealt with;
- A petition to the same or substantially similar effect has been made to the Council within the previous 12 months of the petition being received;

To whom should the Petition be addressed?

The Petition should be sent to the:

Chief Executive

Lisburn and Castlereagh City Council

Petitions can also be submitted in person to an officer of the Council, via a local councillor, or by e mail.

How will the Council respond to the petition?

You will receive an acknowledgement of receipt within 5 working days and within a further 10 working days the Lead Petitioner will be informed by the relevant Corporate Director or Head of Service how the Council intends to deal with the petition. This will be in one of the following ways:

- To comply with the request in the petition
- To consider the petition at a Committee meeting of the Council, at which the lead petitioner will be able to speak for 3 minutes in support of the petition.

- To commission further research into the matter, hold an inquiry, or in some cases hold a public meeting to seek further information.
- To provide a written response to the petition setting out the Council's policy or views.
- To refer the petition to full council for investigation.

*If a petition is received with the signatures of more than xx% of the population of the City Council area this will automatically be debated at a meeting of the Full Council.

PARTNERSHIP PANEL MEETING – 12TH OCTOBER 2016

KEY OUTCOMES

The first Partnership Panel Meeting under the Chairmanship of Minister Paul Givan MLA, Communities Minister, took place on 12th October 2016. ***This Outcomes Note*** is provided by NILGA, the Northern Ireland Local Government Association, to provide immediate update to member councils and local government's representatives.

Draft Minutes of the Panel will be presented in advance of the next Panel meeting scheduled for 31st January 2017.

5 Ministers were in attendance at the 12th October 2016:

Minister for Communities (Chair) – Paul Givan MLA; Minister of Justice – Claire Sugden MLA; Junior Minister – Alastair Ross MLA; Minister of Finance – Máirtín Ó Muilleoir MLA; Minister of Agriculture, Environment and Rural Affairs – Michelle McIlveen MLA. Apologies were received for all other Ministers.

The following Local Government members were present:

Cllr Hazel Gamble, Armagh Banbridge and Craigavon Borough Council, Ald John Finlay, Causeway Coast and Glens Borough Council, Cllr Maoliosa McHugh, Derry and Strabane District Council, Cllr Rosemarie Shields, Fermanagh and Omagh District Council, Ald William Leatham, Lisburn and Castlereagh City Council, Cllr Dermot Curran, Newry, Mourne and Down District Council and NILGA Office Bearer, Cllr Richard Smart, North Down and Ards Borough Council, Cllr Sean McPeake, NILGA President, Ald Freda Donnelly NILGA Office Bearer, Ald Alan McDowell, NILGA Office Bearer.

With *apologies* received for Cllr Gerardine Mulvenna, Mid and East Antrim Borough Council, Cllr John Kyle, Belfast City Council, Ald Mark Cosgrove, Antrim and Newtownabbey Borough Council, Cllr Malachy Quinn, Mid Ulster District Council, Ald Arnold Hatch, NILGA Office Bearer.

Council Chief Executives in attendance were: Dr Theresa Donaldson, Lisburn and Castlereagh City Council; Brendan Hegarty, Fermanagh and Omagh District Council; Anthony Tohill, Mid Ulster District Council; Andrea McCooke (on behalf of Jacqui Dixon), Antrim and Newtownabbey Borough Council; Kevin Heaney (on behalf of Suzanne Wylie), Belfast City Council; Eamonn Kelly (on behalf of Roger Wilson), Armagh, Banbridge and Craigavon Borough Council.

CEO *apologies* were received from Anne Donaghy, Mid and East Antrim Borough Council, Stephen Reid, North Down and Ards Borough Council, Liam Hannaway, Newry, Mourne and Down District Council; John Kelpie, Derry and Strabane District Council; David Jackson, Causeway Coast and Glens Borough Council.

KEY OUTCOMES & ACTIONS from the Panel Meeting

- 1. New terms of reference agreed:** Local Government has welcomed the changes in the Terms of Reference for the Partnership Panel, essentially enabling the Panel to get work done between meetings, develop resources to bring this work together, and be aligned to the new government departments and the Programme for Government framework.
- 2. Investment in infrastructure and public services, central – local:** NILGA's proposal to draw together key investment priorities across the 11 council areas, which may be suitable for financial support through partnership between different tiers of government, and other methods, was AGREED, following an overview of the all council / Finance Minister meeting of 22nd September 2016.
- 3. Task & Finish Actions:** Two pieces of work developing (i) the impact of transferred functions together with the potential of additional transfers and (ii) an interdepartmental / local government integration piece on tackling Rural disadvantage (aligned to the PfG, with the DAERA Minister considered as a key advocate for rural sustainability), were AGREED. .
- 4. Delivery of a Work Plan for the Panel 2017 & 2018:** Following a Local Government proposal, the Joint Secretariat will finalise a draft for consultation with panel members, departments & councils of an annually reviewed work plan, aligned to the Programme for Government and the Programme for Local Government, building on an existing strategic, high level piece, with a view to presenting this at the 31st January 2017 Panel Meeting.
- 5. Crucial Social Strategy Outlined:** the Minister for Communities provided an update on the Social Strategy which is currently being drafted. The Strategy will provide a vision and a plan to create, through partnership and in the long term, of a society free from poverty and social exclusion. Local Government members considered this to be a vital Strategy and as such looked forward to giving the impending consultation serious consideration, recognising that key strategies such as this may require time beyond the scheduled 8 weeks response period to analyse and respond to diligently.

NILGA is seeking further development of the response time issue with the NI Executive.

6. Rural Development Programme – Local Action Groups Investing across NI:

The Minister for Agriculture, Environment and Rural Affairs – Michelle McIlveen MLA, provided an update on the Local Action Groups (LAGs) and the Rural Tourism Scheme within the Rural Development Programme 2014- 2020. Up to £80 million has been set aside within the 2014-2020 Rural Development Programme to specifically develop our rural communities, and letters of offers from LAGs to small businesses and rural community groups are now being issued. Local Government representatives welcomed the update and the investment but cross referenced this with the need to develop a wider, cross cutting, rural disadvantage piece, linked also to the key Strategies coming out of the PfG, so that (like urban renewal) such investment may be mainstreamed.

7. Education Vital to Community Plans: On behalf of Education Minister Peter Weir MLA, an update on the impending consultation on the Education Authority's Draft Area Plan (2017-2020) was provided; this will be consulted upon with all councils. A late January 2017 response period for the (third) call for Shared Education Campus Projects was also provided. Local Government members stressed the huge importance of both updates to local communities and the councils' Community – and other statutory – Plans, with a reiteration that 8 weeks consultation time is unrealistic in terms of the importance of high quality, relevant, community planning oriented responses.

8. Local Government Issues & Gains In Brief:

(A) *Community Planning* – the Panel heard from council and NILGA members in regard to investment in Community Plans and subsequent priorities flowing from them, it was **agreed** that an Evidential Report on progress, commitment and investment needs of councils' Community Plans would be prepared through the Joint Secretariat, building on work already commenced by SOLACE & NILGA.

(B) *Rural Disadvantage* – the Panel heard from council and NILGA members on the clear need to commit to a Rural Disadvantage action piece, drawing on work at council level and within DAERA, but materially engaging multi departmental and agency partners, to be taken forward through the Panel.

- (C) *Legacy & Current Planning Issues*– Department of Infrastructure will continue to engage on matters to do with (i) transferred legacy planning applications requiring specialist skills and an associated heavy workload; (ii) pre April 2015 complaints require a draft protocol for their handling, (iii) dynamic modernisation of the Planning Portal, (iv) Developer Contributions: Guidance on how to best distribute Community Benefits across council areas. In all cases, the need to properly resource councils in this major issue was fully articulated; evidential work in this regard will come to the Panel.
- (D) *Off Street Car Parking* – the Panel heard from councils and NILGA members on the disproportionate financial burden on councils, which has resulted in a material increase of £110,000 to the 11 councils since original transfer, more evidential work through SOLACE will be brought to bear to ensure that the principle of cost neutrality is adhered to, with NILGA undertaking further work on a NI tailored New Burdens proposal together with the Augmentation Review (see Task & Finish Actions, 3., below) in advance of any further transfers.
- (E) *Major Capital Projects* – Good Governance Guidance: the Panel heard from Councils and NILGA on progress around new ways to invest in local and regional key infrastructure projects, complementing the update provided by Finance Minister Máirtín Ó Muilleoir MLA (see 8. below for actions).
- (F) *Augmentation Review* – the Panel heard from NILGA members regarding the importance of a robust, evidence based piece of work covering the impact of Reform to date, the Augmentations to be considered and the underpinning resource management required to protect both the transferring body and the council (or other body) receiving the transfer (commonly referred to as New Burdens Doctrine in neighbouring jurisdictions). Joint Secretariat will work on this in time for next meeting of the Panel (January 2017, see 10. below).

9. **Sustainable and integrated PCSPs / Community Planning Interfaces across the 11 councils:** – the Panel heard from Justice Minister Claire Sugden MLA who outlined the importance of Community Planning as the focus and core of both PCSP and Interface work. The Minister also advised that tackling domestic violence is high on the agenda of her department and that Local Government is a best placed partner to address this issue. She added that by breaking the cycle of domestic violence, we can address a lot of our wider social problems, as will be addressed by Council's Community Plans. The Minister welcomed the comments by the NILGA President in

regard to developing a Political Reference Group for PCSPs at Regional Level, with the Northern Ireland Policing Board.

10. Finance Minister welcomes collaboration with councils & NILGA: Finance Minister Máirtín Ó Muilleoir MLA addressed the Panel on progress on two Departmental / All Council initiatives – investment in key infrastructure projects and co-operation on derelict property research. Ultimately, with further co-operation and explicit commitment, new approaches to investment through both tiers of government, social economy partners and the private sector, can ensue, as can new approaches to local taxation. Work continues on both counts.

11. We Meet Again: The next meeting of the Partnership Panel is scheduled to take place on Tuesday 31st January 2017, in the Long Gallery, Parliament Buildings, with work developed in advance in accordance with the outcomes.

Derek McCallan, NILGA CEO
Partnership Panel Joint Secretariat
October 2017



Corporate/Department/Section/Unit/Project: **Economic Development**

Date of Risk Review: 11th October 2016 Prepared by: RS Lawther/P McCormick

Risk Control Measure: CRR/14/15
Description: Failure to deliver the Rural Development Programme
Potential Outcomes: One: Unable to meet government and local economic development targets Two: Bad press Three: Shortfall on budget and potential staff cuts/service reduction Four: Potential Litigation
Corporate Objective: Theme 1 Priorities – Community & Culture <ul style="list-style-type: none">• Create a sense of Place by designing and delivering a holistic organisation between Lisburn & Castlereagh, urban and rural areas with an emphasis on the customer and customer experience• Foster a Customer (Citizen and Business) focused council, meeting the customer needs in an effective and efficient manner• Provide a council which effectively engages with stakeholders to understand critical issues, making the council part of the community• Lead on Community Planning to develop and implement a shared vision for the area• Promote and nurture a shared civic identity process to strengthen personal, social and economic wellbeing and to enhance the lives of people who work, live and socialise within the council area• Working in partnership, maximise the economic contribution into the Council area by attracting spend from inward investors and visitors as well as residents Theme 2 Priorities – Strong and sustainable economy and Growth <ul style="list-style-type: none">• Support Economic Development through working with local businesses and their representative organisations to help identify and address issues and to capitalize on the opportunities that the coming years bring

- **Through planning/land use/local development planning, identify and safeguard adequate land for economic and industry development**
- **Engage with regional, national and European organisations to attract and optimise funding opportunities to support the area**
- **Deliver Regeneration projects that are in the pipeline including the Castlereagh Urban Integrated Development Framework and the Lisburn City Centre Master Plan**
- **Enhance Business Development by profiling the area as a place to visit and do business, encouraging social enterprise. Utilising our strategic location we will work with partners to develop initiatives that attract investment, business, careers and jobs to the region both within the City Centre and borough rural areas. Businesses have an important role to play in maintaining the vibrancy and distinctiveness of local areas, making them attractive for residents and visitors and are a key factor in the quality of life for residents.**
- **Develop a sustainable Rural Economic Development plan with our strategic partners. This will be achieved through the expansion & promotion of the district's indigenous rural business sectors with a coordinated focus on entrepreneurship, innovation and the development of new market opportunities. Rural Development initiatives will also continue to showcase the region's rich rural heritage, develop the area's rural tourism sector and generate additional visitor spend through the exploitation of the council district's strategic location.**
- **Develop, market and implement a Tourism Strategy including a major events strategy to take advantage of Northern Ireland's most high profile events which take place in the new council area.**
- **Develop an Economic Vision that will include initiatives aimed at upskilling in the industry sectors and develop professional services; using Council's enhanced powers to expand Business Renewal and Neighbourhood Renewal Funding and the delivery with Strategic partners programmes both within the City Centre and rural areas to deliver positive change and ensure successful regeneration.**

Theme 3 Priorities – Place & Environment

- **Create a positive, place to live work and visit and preserve the natural environment for the future**
- **Promote sustainable development through planning, policy and action**
- **Develop and implement strategies to retain the unique character of our centres, villages and towns through planning/land use/local development planning**
- **Deliver a high quality built environment within an outstanding natural environment through planning and partnership with developers, builders, designers and the community and voluntary sectors**

Theme 4 Priorities – Health and Well-being

- We are committed to promoting safe healthy communities and active lifestyles, wellbeing and independence of people and communities
- We will actively promote a more physically active and healthier community
- We will work with Partners with the aim of improving health and well-being for residents

Theme 5 Priorities - Good Governance & Service

- Ensure service delivery is as good as it can be with appropriate resourcing and performance management and measurement to drive improvements whilst maximising efficiencies
- Ensure we meet the needs of the community through an outcomes and “evidence based approach”
- Focus on affordability and financial planning to provide financial assurance and accountability by driving down costs and waste; ensuring efficiency not avoidance and finding ways to increase income opportunities
- Communicate effectively both internally and externally while harnessing technology to improve how we engage with all stakeholders

Initial Risk Evaluation: Likelihood 2 Impact 4 Overall Rating 8	Residual Risk Evaluation: Likelihood 2 Impact 3 Overall Rating 6
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Officer Risk Owner: Lead Head of Economic Development

Overall Responsibility: Corporate Management Team

Target Date: Reviewed Quarterly

Proposed Actions to deal with risk:

Existing Actions

- Project management process as per the programme operating manual as set out by DERA
- Programme regularity audited by DERA and reported on an annual basis
- The council does not hold any grant, this money is controlled by DERA and only distributed after a lengthy assessment process
- All project grant is approved by an assessment panel which makes a recommendation to the LAG, which ultimately agrees all distribution panel

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DAO (DoF) 08/16

18 October 2016

Dear Accounting Officer

USE AND APPROVAL OF CONFIDENTIALITY CLAUSES/AGREEMENTS IN DISPUTE SETTLEMENTS

Purpose

1. The purpose of this DAO letter is to provide updated additional guidance to departments on a commitment given to the Public Accounts Committee (PAC) in relation to the use and approval of confidentiality agreements/clauses in dispute settlements, etc.

Background

2. I previously wrote on 7 January 2016 (FD (DFP) 02/16) reminding departments of the Public Accounts Committee's recommendation in their 2011 report into "Measuring the Performance of NI Water and Procurement and Governance in NI Water" on the use of confidentiality clauses and DFP's (now DoF's) response to the recommendation.

In that report the Committee stated that:-

"NI Water made use of confidentiality clauses to keep embarrassing transactions secret."

The Committee recommended *“that, as a point of principle confidentiality agreements should not be used anywhere in the public sector. However, if in exceptional circumstances their use proves to be unavoidable, the Committee considered that these cases should be approved by the relevant departmental Accounting Officer and by DFP.”*

In the Memorandum of Reply to the PAC DFP advised:

“Managing Public Money NI (MPMNI) makes it clear that the public should expect high standards in all public services and sets out a number of standards expected of public servants which include openness and transparency. The inappropriate use of confidentiality agreements is not in keeping with these particular principles. Therefore, DFP agrees with the Committee that confidentiality agreements should only be used in exceptional circumstances and where they are, they should be approved by the relevant departmental accounting officer and by DFP in those situations where the related expenditure requires specific approval in accordance with Chapter 2 of MPMNI.”

General Principles

3. Since the issue of FD (DFP) 02/16 we have been keeping under review the cases which have been referred to DoF for approval. This has provided us with more information and background on circumstances when confidentiality clauses/agreements in dispute settlements may be considered necessary and appropriate to use and this has helped develop the general principles set out below which departments should consider when utilising such clauses/agreements in settlement cases.
4. These are:-
 - i. confidentiality agreements should not be used as a means to keep embarrassing transactions secret and should not be used to inappropriately prevent transparency and openness;

- ii. in all cases where confidentiality clauses/agreements are being used it should be considered whether their use is required and can be justified. The rationale for their use should be documented/stated;
- iii. where their use is being considered departments should obtain legal advice on the appropriateness and need for the use of confidentiality clauses/agreement;
- iv. where such clauses/agreements are being used departmental Accounting Officers should approve their use;
- v. where their use could be considered to be novel or potentially contentious DoF Supply approval should be sought;
- vi. confidentiality clauses should not be used as a means to deter or prevent employees raising concerns (i.e. whistleblowing) with a regulatory or other statutory body about wrong doing or poor practice; and
- vii. in all cases confidentiality clauses/agreement should be worded in such a way as to ensure that the relevant organisation is able to fulfil any legal responsibilities and reporting requirements e.g. in order that it can fulfil its duties for accounting and audit purposes and to fulfil any duties owed to the NI Assembly and its Committees.

Action

- 6. This DAO letter should be brought to the attention of relevant staff in your department, agencies and Arm's Length Bodies.

Withdrawal

- 7. FD (DFP) 02/16 is now withdrawn.

Enquiries

8. General enquiries regard this DAO letter should be directed to Julie Sewell
Tel: 028 91858276 or network 68276; email Julie.sewell@finance-ni.gov.uk.
9. In the case of Supply queries, these should be directed to the relevant Supply
Team through the Departmental Liaison Officer.

Yours sincerely

Alison Caldwell

ALISON CALDWELL

**cc: Finance Directors
Mike Brennan, PSD
Emer Morelli, PSD
Supply Officers
Julie Sewell, PSD
Rosemary Todd DSO
Fiona Elliott, PSD**

Governance and Audit Committee

8 November 2016

Community Planning Update

Items for Noting

1. **APPOINTMENT OF CONSULTANTS TO WRITE THE DRAFT COMMUNITY PLAN**

Members will recall that a procurement process was followed to appoint consultants to write the draft community plan. Stratagem NI was appointed and has started work on drawing together all the information collected to date and focussing on our priorities. Stratagem NI will attend and help to facilitate the next thematic working group meeting on 18 November as part of the process and will present the first draft plan on 1 December at the next Strategic Community Planning Partnership.

Recommendation

Members are asked to note that consultants have been appointed to write the Draft Community Plan.

2. **THEMATIC WORKING GROUP MEETING**

The next thematic working group meeting will be on 18 November 2016 in the Island Hall, Lagan Valley Island, Lisburn. It will be a joint meeting with all those who have been involved in the community planning process so far, as well as those who have been involved in the Local Development Plan (LDP) process. The workshop session will be facilitated by Stratagem NI and will focus on making connections between the community planning outcomes and how the LDP can assist to deliver on them.

Recommendation

Members are asked to note the information on the thematic working group.

3. **STRATEGIC COMMUNITY PLANNING PARTNERSHIP (SCPP)**

The next meeting of the SCPP will be on 1 December 2016. It is expected that Stratagem NI will have circulated the Draft Community Plan to the SCPP membership in advance of this meeting so that discussion can focus on amendments and clarification.

Recommendation

Members are asked to note the information on the SCPP.

4. **DATAHUB**

Members will recall that the Council has agreed to have access to the Datahub through the website which will become a useful resource for Members, staff, community groups and the public. Initial meetings have taken place with Newry, Mourne and Down District Council and work is under way to have the first Lisburn and Castlereagh information available on the website before Christmas.

Recommendation

Members are asked to note the information on the Datahub.

5. **LISBURN COURTHOUSE**

Members will know that the Minister for Justice has overturned the decision to close Lisburn Courthouse. However, Lord Justice Gillen has prepared a report on a Civil Family Justice Review which makes a number of recommendations which are very closely aligned with the information this Council collated during the consultation on the potential closure of the Courthouse. There is still an opportunity to investigate a one stop shop for family justice in Lisburn and Council has agreed that a small focus group would continue to research potential enhanced uses in the Courthouse. The Chief Executive is due to meet Janice Spence from Donaldson McConnell Solicitors in Lisburn, at the start of December. Ms Spence has been working closely with the Council on the Courthouse project.

Recommendation

Members are asked to note the information on Lisburn Courthouse.

6. **AGE FRIENDLY CONFERENCE**

Members are reminded that the Age Friendly Conference is on the morning of 16 November 2016. There are still a few spaces available and if any Members would like to attend, they should let the Community Planning Manager know as soon as possible.

Recommendation

Members are asked to note the information on the Age Friendly Conference.