

A

Minutes of Meeting of Policy & Resources Committee of Mid Ulster District Council held on Tuesday 13 January 2015 in Magherafelt District Council Offices

Members Present:	In the Chair, Councillor McPeake (Chair) Councillors Ashton, Bateson, Elattar, Forde, Glasgow, Mallaghan, McFlynn, McGinley, S McGuigan, Molloy, M Quinn, Reid and Totten
Members in Attendance:	Councillor G Shiels
Officers in Attendance:	Mr A Tohill, Chief Executive Mrs Campbell, Director of Policy and Development (MDC) Mrs Canavan, Lead HR Officer Mrs Mezza, Marketing Communications Manager Mr Moffett, Change Management Officer Mr O'Hagan, ICT Manager Mr JJ Tohill, Lead Finance Officer Mrs Smith, Council Business Manager (D&STBC)
In Attendance:	Land & Property Services Mr William Goss Mr Gary Sloan

The meeting commenced at 7.00 pm

PR1/15 Apologies

Councillors Buchanan and McLean

PR2/15 Declarations of Interest

The Chair reminded members of their responsibility with regard to declarations of interest.

PR3/15 Deputation – Land & Property Services on Revaluation of Non-Domestic Properties

The Chair welcomed William Goss and Gary Sloan from Land & Property Services (LPS) who were in attendance to brief members on the revaluation of non-domestic properties.

The officers with the use of a powerpoint presentation advised that this was a non-domestic revaluation of shops, offices, factories, warehouses, pubs, playing fields, power stations, and involved some 73,000 properties. They said that the business rate is a tax paid on business premises and other non-domestic properties. In relation to re-valuation LPS valuers follow the market by analysing all relevant

transactions and then assessing a rental value for every property as at 1 April 2013. They added that a common date ensures fairness and as new buildings come on board they are valued as at 2013. The officer outlined the key stages in the revaluation process and the need for revaluation.

Councillor McGuigan stated that statistics can be presented in many ways and the flip side of positive figures presented is that the remainder will be worse off. The Member asked for an explanation on the differential.

Mr Goss stated that any average is going to have some above and some below. He said it was however important to get information out without swamping the public with too much. In relation to differential he provided an example of a retail park being developed and initially offering low rents to attract businesses and when demand for space within the park grows rents can go up. All is driven by demand and the point of regular revaluation is to take into account differentials which happen.

The Chair, Councillor McPeake, referred to previously circulated example figures and asked why some revaluations had doubled.

Mr Goss stated that some have seen large increases such as petrol filling stations, public houses and certain utilities such as wind farms.

Councillor McFlynn asked what the logic was in rating businesses such as hotels, pubs and restaurants based on their existing profits.

Mr Goss stated that this is a property tax and as hotels, pubs and restaurants are not normally rented and are purchased based on their profitability revaluations are assessed by taking into account trading receipts.

Councillor Reid stated that in relation to domestic properties he continually received complaints from residents that their valuation is higher than neighbouring properties and when he contacted relevant officers for revaluations to be undertaken he was experiencing no movement and would have concerns if the same happens in the business sector.

Councillor G Shiels arrived at 7.30 pm

Mr Goss stated that applications can be placed but if there is no physical change then property valuation is still based on 2005 valuations.

The Chief Executive stated that in doing some quick sums 850 properties will face increased rates bills of 50 per cent or greater. The likely outcome could be a significant number of appeals and asked the representatives if they had any idea of the likely impact of those appeals and the expected timeframes.

Mr Goss stated that this was unknown but would depend on how many applications there would be to review, subsequent appeals to the Commission for Valuations and if necessary appeals to Land Tribunal. He added that until rates are known it is quite difficult to predict the number of reviews and a lot of properties still fall within the small business relief scheme.

The Chief Executive stated that this would present the Council with difficulties in striking a rate as somewhere down the line this may have the impact of reducing the Council's rate base and it may have to take decisions on whether or not it begins to make financial provision to take account of this.

Mr Goss stated that the difference between the 2003 revaluation and this revaluation is that in 2003 there was growth and any rates base reduction, due to appeals, would have been hidden in natural growth. With very little growth expected in 2015 this will not happen. There will be some reductions but how much is not known, appeals process could take up to two years with appeal aggregates backdated to April 2015.

The Chair, Councillor McPeake, stated that this could have serious ramifications for the Council, he thanked the officers for their attendance following which they left the meeting at 7.35 pm.

PR4/15 Receive and confirm minutes of the Policy & Resources Committee held on Tuesday 2 December 2014

Proposed by Councillor Molloy
Seconded by Councillor M Quinn and

Resolved That the Minutes of the Meeting of the Policy & Resources Committee held on Tuesday 2 December 2014 (PR64/14 – PR76/14 & PR79/14) were considered and were signed as accurate and correct.

Matters for Decision

PR5/15 Draft Counter Fraud, Whistleblowing, Anti-Bribery, Data Protection and Bereavement policies

The Chief Executive stated that Members would be fully aware of the importance of effective corporate governance and one of the integral parts of this was to have robust policies in place. The report presented provided members with a number of draft policies for review and consideration before being brought as recommendation for approval at a future meeting.

The paper sought commentary on (i) draft Whistleblowing Policy; (ii) draft Counter Fraud Policy; (iii) draft Anti-Bribery Policy; (iv) draft Data Protection Policy; and (v) draft Managing Notification of Bereavements to Council. The Chief Executive made reference to each draft policy.

Draft Whistleblowing Policy

A whistleblowing policy is intended to provide employees with the process to raise any concerns they may have within the Council over concerns of administrative malpractice and wrong doing which contravenes council policies, procedures and statutory codes of conduct

Draft Counter Fraud Policy

This policy sets out the council's position on and how it will deal with fraud and corruption. It includes a fraud response plan. The fraud response plan extends to suspected financial act of impropriety against council's resources and assets.

Draft Anti-Bribery Policy

An Anti-Bribery Policy sets out how the Council will deal with alleged and actual circumstances of where officers and members of council are offered bribes. This stems from the Bribery Act 2011 requirements placed upon authorities.

Draft Data Protection Policy

This policy details how Council will meet its obligations under the Data Protection Act 1998 on processing personal data, by striking the needs of the organisation to run effectively whilst respecting the rights of individuals. The processing of personal data requires a consistent approach to ensure the Council maintains compliance with its legislative responsibilities. This policy has been developed to assist in meeting these requirements.

Managing Notification of Bereavements to Council

This short policy confirms and clarifies how bereavements may be raised and acknowledged at meetings of council and its committees. This policy will aid the efficient and smooth transaction of business. The Chief Executive stated that how Council would acknowledge bereavements was discussed by the Party Representatives group and the draft policy reflects the direction given by the group.

The Chief Executive asked that members approve the draft policies.

The Chair, Councillor McPeake, asked if the policies were basically the same across the public sector.

The Chief Executive stated that policies were developed taking into consideration what currently exists within the three Council, best practice and good practice from the audit office.

In relation to the Draft Whistle Blowing Policy Councillor Ashton stated that the wording in section 7.2 needs review.

Councillor Mallaghan arrived at 7.40 pm.

Proposed by Councillor Reid
Seconded by Councillor Bateson and

Resolved That it be recommended to the Council to approve the draft policies.

PR6/15 Winding up and Internal Audit Arrangements

The Lead Finance Officer stated that as previously notified to Committee the Council is required to maintain an adequate system of internal audit and designate an officer to have responsibility for the winding up of the predecessor councils. The officer has

also to ensure the preparation of the predecessor councils' accounts in the requisite format. The Officer presented a report which provided Members with the information necessary to discharge both duties.

Internal Audit function

Regulation 3(A)(1) of the Local Government (Accounts and Audit) Regulations (Northern Ireland) 2006 as amended by the Local Government (Accounts and Audit) (Amendment) Regulations (Northern Ireland) Regulations 2006 requires all local government bodies whose accounts are to be subject to audit by a local government auditor (i.e. including new councils) to maintain an adequate and effective system of internal audit.

Paragraph 3.2 of the Guidance issued to councils on the financial operation of new councils during the shadow period states "new councils may utilise the financial expertise, systems and controls of the administrative council." Paragraph 3.3 states, in relation to the requirement to maintain an adequate and effective system of internal audit, "a new council may adopt the systems, financial policies and procedures of the administrative council to meet its legislative obligations."

The administrative council is Dungannon and South Tyrone Borough Council and its internal audit function is delivered by outsourcing to Deloitte.

Although it is possible that Deloitte's existing operational internal audit plan for Dungannon and South Tyrone Borough Council already includes provision for sufficient audit resource to confirm that Mid Ulster District Council's has an adequate and effective system of internal control, it is appropriate that the officers be authorised to engage with Deloitte to ensure that this is the case.

Winding up arrangements

Regulation 11(1) of the Local Government (Transitional, Supplementary Incidental Provisions and Modifications) Regulations (Northern Ireland) 2014 requires a new council to designate an officer as having responsibility for the winding up of its predecessor councils.

Regulation 11(2) requires the designated officer to ensure that the final statement of accounts of the predecessor councils are prepared in the form required by Regulation 4 of the Local Government (Accounts and Audit) Regulations (Northern Ireland) 2006 as amended by the Local Government (Accounts and Audit) (Amendment) Regulations (Northern Ireland) Regulations 2006.

Section 1(2) of the Local Government Act (Northern Ireland) 2011 states:

"A council shall designate an officer of the council as its chief financial officer"

As Mid Ulster District Council has already designated the Chief Executive as the Chief Financial Officer of Mid Ulster District Council, it makes sense for the Chief Executive to also be designated as having responsibility for winding up the predecessor councils.

The Lead Finance Officer recommended that:

- (1) The officers engage with Deloitte to ensure that adequate internal resource is reserved to deliver upon the Council's duty to have an adequate and effective internal audit function
- (2) The Chief Executive be designated as having responsibility for the winding up of the predecessor councils

Proposed by Councillor S McGuigan
Seconded by Councillor McFlynn and

Resolved That it be recommended to the Council to adopt the officer's recommendation.

The Chair, Councillor McPeake, asked if the DOE had set aside any monies for this process.

The Lead Finance Officer stated that DOE providing an amount of approximately £50,000.

In response to a query from Councillor Reid regarding the date for winding up, the Lead Finance Officer stated that come 1 April 2015 Mid Ulster District Council would take responsibility for legacy Council's work. There will be a few exceptions such as outstanding insurance claims that will continue to be dealt with by legacy councils' insurers and these could be protracted over a period of time.

PR7/15 Regional Minority Languages and Draft Policies

The Chief Executive presented a report which advised Members of the preparation of draft policy documents in respect of Regional and Minority Languages and sought authority to assess the equality impacts of the draft policies.

Council's obligations in respect of Irish and Ulster Scots arise from commitments the UK Government made when the European Charter for Regional and Minority Languages (The Charter) was signed and ratified. The Charter is an international convention designed to protect and promote regional and minority languages. It is designed to protect and promote regional and minority language as a threatened aspect of Europe's cultural heritage. The Charter does not cover sign language or the languages of minority ethnic communities.

The Mid Ulster Council area is made up of a multi-cultural and multi lingual society with linguistic diversity forming part of the cultural and historical heritage of the area. The 2011 census indicates that out of a Mid Ulster District population of 132,025:

- 22,984 or 17.4% of the population have some ability in Irish;
- 8,063 or 6.1% of the population could speak, read, write and understand Irish;
- 8,131 or 6.2% of the population have some ability in Ulster Scots; and
- 1,056 or 0.8% of the population could speak, read, write and understand Ulster Scots.

The European Charter places an onus on Council to proactively promote Irish and Ulster Scots. The district has a growing Irish speaking population and Ulster Scots culture that can enhance the rich linguistic nature and culture of the area and so add to the appeal of the district as a tourist destination.

The draft policies will need to be equality screened and may be subject to an EQIA. Professional support of £9,000 may be required to undertake the EQIA

The Chief Executive asked that Members consider and comment on the draft Mid Ulster District Council Irish Language Policy and draft Mid Ulster District Council Ulster Scots Language Policy. Approval was also sought to assess the equality impacts of the draft policies.

Councillor Glasgow asked for further consultation to be carried out on the two policies as there have been a few queries and it was important to have the process right rather than rushed. He proposed that further consultation take place.

The Chief Executive stated that two workshops had been held to advance the formulation of policies being presented as draft policies on Irish and Ulster Scots. He indicated that consultation was ongoing with the Irish language fraternity and the Ulster Scots Agency, and commentary had been received. The Chief Executive indicated that members were not being asked to ratify the policies but rather make comments on the policies to allow officers to continue discussions with outside groups and to begin to assess the equality impacts of the draft policies.

The Chair, Councillor McPeake, asked in relation to the time frame and when a decision would be required to inform branding activity.

The Chief Executive stated that this is not something that is going to be completed by April 2015 and interim arrangements could be put in place.

The Chair, Councillor McPeake asked Councillor Glasgow if the concerns he referred to were major or minor.

Councillor Glasgow stated that feels the process is being rushed and Council should take a bit of time out to make sure everyone is happy with process and to deal with any queries appropriately.

Councillor S McGuigan spoke in relation to the time frame, the equality impact assessment process and the draft policies going out to consultation.

The Chief Executive stated that the draft Irish Language Policy is more advanced as it is largely based on 2.5 years of work undertaken in Magherafelt District Council. The draft Ulster Scots Policy is a new area of work. In terms of the timeframe, it would be best to look at the two policies together and be assess them for any impact before going to public consultation.

Councillor Bateson stated that existing policy within Magherafelt went through an Equality Impact Assessment and that the Irish Language policy could be expedited on the basis of the volume of work completed at that time.

Councillor Mallaghan stated that it is seven months from this item was first raised at this committee which is ample time for any concerns to be dealt with.

Councillor McFlynn stated that she has read both policies, both allow for the written and spoken word and proposed that the Committee proceed as recommended by the Chief Executive.

Councillor Ashton advised that she attended all the workshops where there had been very open and frank discussions. She added that she was opposed to the differences within Guiding Principle 7 on the Visibility within the two policies and it should be no surprise that she would not be supporting the officer recommendation or the policies.

Councillor McPeake stated that the basis for moving forward was the European Charter for Regional and Minority Languages

Councillor Reid stated that if the two policies proceed together it will come across as a positive message and on the back of the information received from the Ulster Scots Agency time should be taken to review it.

Proposed by Councillor S McGuigan

That it be recommended to the Council that the draft policies are adopted, that approval is given to officers to assess the equality impacts, if any, and that approval is given for professional support up to a value of £9,000 to assist with this process.

The Chair, Councillor McPeake, stated that there were two proposals.

Councillor McFlynn withdrew her proposal and seconded Councillor S McGuigan's proposal.

The proposal was put to the meeting, 10 (ten) members voting in favour and 2 (two) against.

The Chair declared the proposal carried.

Mrs Campbell left at 8.05 pm
Councillor McGinley left at 8.05 pm.

Matters for Information

PR8/15 EU Services Directive

The Lead Finance Officer presented a report updating Members in relation to Council's responsibilities with respect to the EU Services Directive

The EU Services Directive came into effect on 28 December 2009 with the aim of opening up the EU internal market for service provision in the EU. Services covered by the Directive are “economic activities” normally provided in exchange for a remuneration and which is not provided under a contract of employment. There are a number of exclusions from the Directive, e.g. financial services and electronic communications services and networks.

Mid Ulster Council, like the legacy councils, is a competent authority (defined as a body which has supervisory or regulatory functions in the UK in relation to service activities).

Competent authorities must ensure that all requirements imposed on service providers are compliant with the Provision of Services Regulations 2009 (the Regulations). They must also be reported on via the Department for Business Innovation & Skills (BIS) to the European Commission. Authorisations and associated information also need to be accessible remotely and electronically through businesslink.gov.uk (the UK Point of Single Contact (PSC)).

As a competent authority the Council must put a relevant authorisation online through business link. This can either be done via:

- An electronic form on its website enabling a service provider to apply for and pay for an authorisation (the PSC on businesslink.gov.uk will link directly to that form). In such circumstances the website must satisfy the information requirements of the Regulations and provide the necessary deep links to the PSC; or
- A form incorporated into businesslink.gov.uk

The Council will have to register on the Internal Market Information System (IMI) in order to reply to and make requests for assistance from other EEA states.

The Council, as a competent authority, must comply with the European Commission recommendation issued in March 2009 on the exchange of data via IMI.

The Lead Finance Officer stated that it is the intention to transfer Dungannon & South Tyrone Borough Council’s deep links and registration on IMI to the Mid Ulster District Council therefore any costs should be minimal.

Councillor McGinley returned at 8.08 pm.

PR9/15 Council Bye-Laws

The Change Management Officer presented a report updating Members on the process for reviewing and making of bye-laws for the use and application by Mid Ulster District Council from 1 April 2015.

The Officer stated that a bye-law is a local law, particularly affecting a given geographical area, made by a statutory body under an enabling power established by an Act of Parliament, an Order of Council or an Act of the NI Assembly. Bye-laws are required to address an existing problem and should be; (i) consistent and not in conflict with general law; (ii) clear and certain in its terms; (iii) reasonable and not

unduly restrictive; (iv) intra vires; (v) enforceable; (vi) general in nature; and (v) obligatory upon all persons equally and indiscriminately.

An audit has identified that bye-laws currently exist for 9 subject areas across the three legacy Councils with 27 separate bye-laws in place. The subject areas are:

- Cosmetic Piercing
- Semi-permanent Skin Colouring
- Tattooing
- Hairdressers
- Ear Piercing and Electrolysis
- Acupuncture
- Use of Designated Pleasure Grounds
- Rules and Regulations of Public Cemeteries
- Consumption of Alcohol in Public Places

Some bye-laws relate to specific geographical areas within districts whilst the remaining relate to specific strands of business. Mid Ulster District Council is enabled to make bye-laws under the Local Government (Transitional) Regulations (NI) 2014 but they will not become operational until 1 April 2015.

A working group of relevant officers of the predecessor councils has been tasked to review the existing bye-laws and bring forward recommendations to confirm, revoke, amend or revoke and replace each of the 27 bye-laws in line with DOE guidance and these will be taken through the relevant committee with responsibility for the subject matter.

The Officer further stated that given consultative requirements stipulated in guidance when making amendments to existing bye-laws activity will focus on confirming existing bye-laws ensuring they are in place for 1 April 2015. He added thereafter activity would focus on making amendments as required.

Councillor Reid left 8.10 pm

PR10/15 Retention and Disposal Policy and Schedule

The Change Management Officer presented a report updating members on requirements set by the Public Records Office for NI (PRONI) for the development of a Retention and Disposal Policy and Schedule for Mid Ulster District Council.

PRONI has communicated with the Council requesting that a Retention and Disposal Policy and Schedule be compiled and provided under the Disposal of Documents Order 1925, stemming from the Public Records (NI) Act 1923. A draft schedule must be provided to PRONI by September 2015 for quality assurance purposes and final versions submitted by December 2015. This will then be submitted for approval to the DCAL Minister as Keeper of the Records and laid before the NI Assembly.

A Retention & Disposal Policy and Schedule allows the Council to apply standardised controls over how records are created, stored and disposed of by the organisation. Its aim is to ensure standardised access to records therefore avoiding

unnecessary time spent by employees on the retrieval of both physical and electronic records. It will also aid Council's statutory requirements on data protection (Data Protection Act 1998), freedom of information (Freedom of Information Act 2000) and environmental information (Environmental Information Regulations 2004).

Work to prepare the document is part of the transition process but not a day one critical issue and will be undertaken within resource across the cluster.

PR11/15 Website for Mid Ulster District Council

The Marketing Communications Manager presented a report providing an update on the development of the new Mid Ulster District Council web site.

The officer stated that a priority for 1 April 2015 is the development of a new web site which will be the Council's main digital platform and central communications' tool, reflecting the full range of services for which the Council will assume responsibility, as well as new functions and transferring functions.

In developing the site, the key aims are to create a responsive site which functions across all devices from PCs and laptops to tablets and mobile phones; a site which meets accessibility standards; and one which is intuitive with users' needs at its core, where content structure is designed around customers' requirements, rather than any internal organisation of the Council's services.

The officer indicated that development work began in October and the first research and evidence gathering phase was completed in November, allowing a wireframe to be created. A wireframe, a two-dimensional illustration of a page, was presented which focuses on how space is to be allocated and how content is to be prioritised, along with page functionality.

The Officer further stated that what is of most importance is the structure's flexibility, ensuring that content can remain fresh and dynamic at all times, changing to reflect seasonality, popularity and emerging priorities, from both an internal and external perspective.

PR12/15 Code of Conduct for Local Government Employees

The Lead HR Officer presented a report informing members that a Code of Conduct for Local Government Employees (the Code) has been agreed by the Local Government Reform Joint Forum (LGRJF). This Code is issued by the Local Government Staff Commission (LGSC) under Article 35(1) (b) of the Local Government (Miscellaneous Provisions) (NI) Order 1992 and represents the minimum standards of behaviour expected from district council employees. The document is issued by the LGSC as a statutory recommendation for adoption by all councils and the Staff Commission from 1 April 2015.

The aim of the Code is to set guidelines for council employees which will help maintain and improve standards and protect employees from criticism or misunderstanding. It also provides guidance to assist councils and their employees in their day-to-day work and sets out the minimum standards of behaviour expected.

The code builds on, and is in keeping with, the seven principles of public life articulated by the Nolan Committee and the further five principles adopted by the Northern Ireland Assembly.

PR13/15 Corporate Risk Register

The Chief Executive presented the Corporate Risk Register. The register is a business tool and as such is a fluid document which will be updated as the transition programme progresses. Members were asked to review and note the Corporate Risk Register to December 2014.

PR14/15 Consultation List

Northern Ireland Policing Board Reconstitution

Closes: 16 January 2015

The Chair, Councillor McPeake, stated that there are some issues within this consultation which the Council should consider making a response on, particularly around the reconstitution and rolling process for appointing independent members. As the member understood it the consultation period had been extended to the end of January 2015

The Chief Executive stated the document had been issued to members prior to Christmas for parties to consider a response should they wished to do so. He further stated that he would bring it back to the January Council Meeting on consultation list.

IN COMMITTEE

Proposed by Councillor Totten
Seconded by Councillor Ashton and

Resolved That items PR15/15 and PR16/15 be taken in committee.

PR17/15 Duration of Meeting

The meeting was called for 7 pm and ended at 8.20 pm.

CHAIR _____

DATE _____

B

Subject	Policy For Advertising Public Notices, Tenders & Recruitment
Reporting Officer	Ursula Mezza, Marketing Communications Manager

1	Purpose of Report
1.1	To consider the introduction of an advertising policy for the placement of public notices, tender and recruitment advertisements.

2	Background
2.1	Like the existing 3 councils, Mid Ulster District Council will be required to place public notices in newspapers circulating in its district, as well as to place tender and recruitment advertisements.
2.2	Public Notices are used by a range of services to meet statutory obligations across a number of service areas, including finance, environmental health and licensing. Tender and recruitment advertising are also required on a cross-service basis.

3	Key Issues
3.1	Unlike the predecessor councils, which as a result of smaller geographic areas have a relatively defined number of local newspapers, Mid Ulster District Council has a large geographic area, with a diverse population and a total of 11 local newspapers which circulate in, or in parts of, the new district.
3.2	The circulation of newspapers varies from those of a few thousand to the Tyrone Courier which is arguably the largest local weekly newspaper in Northern Ireland.
3.3	However, in considering the issue of public notice advertising, the geographic reach of the newspapers and the readership preferences of different communities are also important.
3.4	The policy, therefore, proposes that 7 of the 11 local newspapers are used for the purposes of public notice advertising, excluding the Tyrone Constitution (Omagh is at the centre of its circulation) and the Northern Constitution (Limavady is at the centre of its circulation), both of which are sister newspapers to the Tyrone Courier. The Tyrone Herald which also circulates predominantly in the Omagh district and The Democrat, the circulation of which overlaps to a degree with its sister newspaper, the Dungannon Observer are also excluded.
3.5	In recognition of the correlation between salary scale and travel to work distance, recruitment advertising is recommended in local papers for those posts from Scale 1 to Scale 6, with the Belfast Telegraph stipulated for those posts of SO1

	and above.
3.6	The policy recommends that tender advertisements should be placed in the Belfast Telegraph, except in circumstances where a tender is within EU thresholds. This reflects the current policy across all 3 existing councils.
3.7	The Council's web site, and other digital media as appropriate, will also be used to publish relevant advertisements.

4	Resources
4.1	<p><u>Financial</u></p> <p>The financial impact of the policy is difficult to assess given a lack of historical data and the anticipated advertising requirements of the new Council.</p> <p>Public notice advertising for the Planning Service (2013-2014) totalled over £71,000, spread across 6 local papers. The draft policy omits 2 of these titles, the Tyrone Constitution and The Democrat, the advertising costs of which in the last financial year amounted to over £26,000.</p> <p>While more local papers are proposed for public notice advertising than those used by any of the existing councils, the necessary duplicate advertising which would have taken place by 3 separate organisations, will no longer be required.</p> <p>The savings secured on the omission of the 2 titles currently used by the Planning Service should compensate for the additional advertising requirements.</p> <p>While expenditure on tender advertising is dependent on future procurement needs, tender advertising limits will be higher under the new Council's procurement policy, which is likely to result in fewer advertisements being placed and reduced cost.</p> <p>Recruitment advertising at SO1 and above has been limited to the Belfast Telegraph, omitting the Irish News and News Letter, which are currently used by 2 of the existing 3 councils. In addition, should the shared advertising model for recruitment, which is currently used by some of the existing 26 councils, be continued post April 2015, there is also scope to reduce expenditure on recruitment advertising yet further.</p> <p>The co-ordination of the editing, design and placement of all advertisements by a central service will ensure ads from different parts of the organisation can be combined, where appropriate, and that text can be edited to ensure ads make the most efficient use of space, reducing advert sizes and, therefore, cost.</p> <p>Opportunities to negotiate for discounted rates directly or to take advantage of media rebates available via an agency will also be explored to obtain the most economically advantageous approach to media buying.</p>
4.2	<p><u>Human</u></p> <p>N/A</p>

4.3	<u>Basis for Professional/ Consultancy Support</u>
	N/A
4.4	<u>Other</u>
	N/A

5	Other Considerations
	None

6	Recommendations
6.1	That the policy for advertising public notices, tenders and recruitment is considered for adoption for a period of 6 months at which point the policy will be reviewed and amended if required.

7	List of Documents Attached
7.1	Appendix 1 -Policy For Advertising Public Notices, Tenders & Recruitment
7.2	Appendix 2 - List Of Newspapers Circulating In The Mid Ulster District Council Area

List Of Newspapers Circulating In The Mid Ulster District Council Area

Newspaper	Circulation	Source
County Derry Post	4,478	ABC 2013
Dungannon Observer	Requested	Observer Newspaper Group
Impartial Reporter	12,802	ABC 2013
Mid Ulster Mail	6,534	ABC 2013
Mid Ulster Observer	Requested	Observer Newspaper Group
Northern Constitution	13,725	Alpha Newspaper Group 2012
The Democrat	Requested	Observer Newspaper Group
Tyrone Constitution	7,996	Alpha Newspaper Group 2012
Tyrone Courier	15,083	Alpha Newspaper Group 2012
Tyrone Herald	6,010	ABC 2013
Tyrone Times	3,564	ABC 2012

ABC: Audit Bureau of Circulation

Suggested Local Newspapers For Publication Of Public Notices

Newspaper
County Derry Post
Dungannon Observer
Impartial Reporter
Mid Ulster Mail
Mid Ulster Observer
Tyrone Courier
Tyrone Times

Suggested Publications For Tender Advertisements

Publication
Belfast Telegraph
Official Journal of the European Union (OJEU) where EU thresholds are applicable

Suggested Publications For Recruitment Advertisements

Scale	Publication
Scales 1 - 6	County Derry Post
	Dungannon Observer
	Impartial Reporter
	Mid Ulster Mail
	Mid Ulster Observer
	Tyrone Courier
	Tyrone Times
	Belfast Telegraph or other specialist publication if required by the specific nature of the post.
SO1 & Above	Belfast Telegraph or other specialist publications if required by the specific nature or level of the post

Policy For Advertising Public Notices, Tenders & Recruitment

Document Control			
Policy / Procedure Owner (name, role & section)	Ursula Mezza, Marketing Communications Manager		
Policy/ Procedure Author (name, role & section)	Ursula Mezza, Marketing Communications Manager		
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Equality Impact Assessment	Yes / No	Date	
Approved By	Policy & Resources Committee	Date	
Adopted By	Council	Date	
Review Date	September 2015	By Whom	MCM
Circulation	Mid Ulster District Council staff		
Document Linkages	Communication Policy Equality Scheme		

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1.0 Introduction

Like its predecessors councils, Mid Ulster District Council will be required to place public notices, relating to a range of its activities, in newspapers circulating in its district. Advertisements for recruitment and tendering purposes will also be required.

2.0 Policy Aims & Objectives

This policy aims to provide clarity on those newspapers circulating in the Mid Ulster District Council area which are to be used for the advertisement of public notices, together with advertising requirements for tenders and recruitment.

The policy objectives are to:

- ensure the Council meets its statutory obligations for advertising in newspapers circulating in its district.
- ensure the Council places public notices in newspapers which reflect the demographics and geographic spread of its District.
- ensure the Council places tender and recruitment advertisements in appropriate publications.
- ensure a consistent approach to the placement of advertisements across all functions and services.

3.0 Policy Scope

The policy applies to all services which are required to publish public notices in newspapers circulating in the Council district and to those required to publish tender and recruitment advertisements.

The policy does not apply to advertising undertaken for marketing purposes.

4.0 Linkage to Corporate Plan

In its Corporate Plan for the transitional period, the Council has prioritised the smooth transfer and harmonisation of services and the policy is intended to contribute to the achievement of that aim.

5.0 Roles and Responsibilities

- The Senior Management Team will demonstrate its commitment to the policy by ensuring its implementation across departments.
- Heads of Service will implement the policy directly and via their staff using the agreed procedure.
- Marketing Communications staff will manage the editing, design and placement of all public notice, tender and recruitment advertising.

- Procurement and Marketing Communications staff will provide advice on the use and implementation of the policy.

6.0 Procedure and Implementation

The policy and its procedures will be implemented by all staff with responsibility for ensuring the placement of public notices, tender and recruitment advertising.

All public notices, tender and recruitment advertisements:

- will be submitted for editing, design and placement via the Council's Marketing Communications service.
- will be published using agreed advertising templates.
- will be placed in the agreed lists of publications at Appendix A.

7.0 Impact Assessment

- Equality screening and impact assessment

The policy will be equality screened using Mid Ulster District Council's Equality Scheme when agreed.

- Staff and financial resources

Directors and Heads of Service will make appropriate budgetary provision for advertising requirements.

The Marketing Communications service will manage the editing, design and placement of public notice, tender and recruitment advertisements.

8.0 Support and Advice

For further information about the policy, please contact Ursula Mezza, Marketing Communications Manager.

9.0 Communication

The policy will be communicated internally using a range of appropriate internal communication methods.

The policy will also form part of the induction process, where appropriate, for all new staff.

10.0 Monitoring and Review Arrangements

The effectiveness of the policy will be monitored using feedback from managers, procurement and marketing communications staff.

Formal review, with any appropriate recommendations for change, will take place 1 year following implementation and biannually thereafter.

Appendix 1

Local Newspapers For Publication Of Public Notices

Newspaper
County Derry Post
Dungannon Observer
Impartial Reporter
Mid Ulster Mail
Mid Ulster Observer
Tyrone Courier
Tyrone Times

Publications For Tender Advertisements

Publication
Belfast Telegraph
Official Journal of the European Union (OJEU) where EU thresholds are applicable

Publications For Recruitment Advertisements

Scale	Publication
Scales 1 - 6	County Derry Post
	Dungannon Observer
	Impartial Reporter
	Mid Ulster Mail
	Mid Ulster Observer
	Tyrone Courier
	Tyrone Times
	Belfast Telegraph or other specialist publication if required by the specific nature of the post.
SO1 & Above	Belfast Telegraph or other specialist publications if required by the specific nature or level of the post

C

Subject	Health & Safety Policy and Risk Assessment Procedure
Reporting Officer	Chief Executive

1	Purpose of Report
1.1	To provide members with a draft Health & Safety Policy for consideration and approval by committee.
1.2	A document setting out procedural arrangements relating to Risk Assessments is attached for the information of members.

2	Background
2.1	Committee previously received and considered a Governance Framework for Council consisting of a series of corporate policies and procedures to be compiled. This was recommended to and subsequently approved by Council.
2.2	Good Health & Safety practice is imperative for the operation of Mid Ulster Council in the delivery of its services across the region and the draft policy as appended provides the framework for this (appendix 1).

3	Key Issues
3.1	The Health and Safety at Work at Work Order (NI) 1978 requires that all employees must prepare and keep under review a safety policy to bring to the attention of employees.
3.2	The bringing forward of a health and safety policy and its subsequent implementation across Mid Ulster Council will assist in meeting this statutory requirement as set out under the aforementioned Health and Safety at Work Order.
3.3	<p>The policy will:</p> <ul style="list-style-type: none"> • Demonstrate that Council is committed to addressing its health and safety obligations. • Provide and maintain a safe working environment for employees and the wider community in which they interact. • Provide a framework for health and safety management at all levels which adopts and supports best practice. • Comply with, and where practicable exceed, the requirements and targets set by existing health and safety legislation.
3.4	The policy allows for and facilitates the establishment of a Health & Safety

	Committee the purpose of which will be to assist in discharging responsibilities placed upon the office of Chief Executive and the Council. The committee will be consultative in nature and be made of senior officers and safety representatives from recognised Trade Unions.
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4	Resources
4.1	<u>Financial</u> – N/A
4.2	<u>Human</u> – N/A
4.3	<u>Basis for Professional/ Consultancy Support</u> – N/A
4.4	<u>Other</u> – N/A

5	Other Considerations
5.1	The undertaking of Risk Assessments and effective management of risk is integral in providing a safe and healthy work place. Arrangements for the undertaking of risk assessments are detailed within appendix 2.

6	Recommendations
6.1	Members consider for approval the draft health and safety policy as presented.

7	List of Documents Attached
7.1	Appendix 1 – Draft Health and Safety Policy
7.2	Appendix 2 – Procedural Arrangements relating to Risk Assessments

Health and Safety Policy

Document Control			
Policy / Procedure Owner (name, role & section)	Ray Hall & Elaine Girvan		
Policy/ Procedure Author (name, role & section)	Ray Hall & Elaine Girvan		
Version	v1.0		
Consultation	Transition Management Team		Yes / No
	Trade Unions		Yes / No
Equality Screened by	Ray Hall	Date	
Equality Impact Assessment	Yes / No	Date	
Approved By	Policy & Resources Committee	Date	
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Document Linkages			

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1.0 INTRODUCTION

- 1.1 The health and safety policy is the starting point for the process of managing health and safety successfully across all the diverse range of services that Mid Ulster Council delivers to the public.
- 1.2 Under the Health and Safety at Work Order (Northern Ireland 1978) Mid Ulster Council must take action to ensure that its activities do not harm the health or safety of its employees or anybody else and prepare a written statement saying how they will achieve this, keep it up to date and bring the latest version to the attention of all employees.
- 1.3 Mid Ulster Council has prepared a written statement of its health and safety policy, signed by the Chief Executive and will ensure that this is brought to the attention of its employees.
- 1.4 This policy has been designed to meet the requirements of accredited health and safety management systems such as HSG65 Managing for Health and Safety and ISO 18001.
- 1.5 This policy will be supported by procedural documents where the complexity of the issue makes it necessary.

2.0 POLICY AIMS AND OBJECTIVES

- 2.1 The aims of this policy are to:
 - Demonstrate that Mid Ulster Council is committed to addressing its health and safety obligations.
 - To provide and maintain a safe working environment for employees and the wider community in which they interact.
 - To provide a framework for health and safety management at all levels which adopts and supports best practice.
 - To comply with, and where practicable exceed, the requirements and targets set by existing health and safety legislation.

3.0 POLICY SCOPE

- 3.1 The scope of the policy extends to all those employed by Mid Ulster Council, and to those contractors and public under our management or control.

4.0 POLICY STATEMENT:

- 4.1 Mid Ulster Council are committed to ensuring, so far as is reasonably practicable, the health, safety and welfare of all its employees and of any others who may be affected by Council undertakings in accordance with best practice. To fulfil this commitment, Council will:
- 4.2 Provide so far as is reasonably practicable:
- Arrangements for the safe use, handling, storage and transport of articles, materials and substances.
 - Safe plant, equipment and systems of work.
 - Information, instruction, training and supervision as is necessary to ensure compliance with the Council Health and Safety Policy by employees, contractors, visitors and members of the public.
 - A work environment that is safe, without risks to health, with facilities and arrangements that are adequate for the welfare of those persons using the premises.
- 4.3 Ensure that hazards and risks that arise from work activities are identified, assessed and controlled to prevent injury.
- 4.4 Ensure that everyone with health and safety responsibilities clearly understands what those responsibilities are.
- 4.5 Ensure that employees have sufficient knowledge, skills and capability to safely carry out their duties.
- 4.7 Provide sufficient resources, including finance and time to ensure that the policy can be implemented effectively.
- 4.8 Appoint competent health and safety personnel to assist management in implementing the Health and Safety Policy.
- 4.9 Establish and maintain a committee to actively encourage consultation between management, trade union safety representatives and other employees to assist in the implementation of the Health and Safety Policy.
- 4.10 Ensure health, safety and welfare is adequately considered in policy development and decision making processes, by both Council Officers and Elected Members.
- 4.11 Monitor and audit compliance with the Health and Safety Policy.
- 4.12 Make this health and safety policy available to all interested parties.
- 4.13 Keep this Policy and its arrangements for implementing it under review and where necessary, revise it to ensure that it remains appropriate to the Council.

Chief Executive _____ Date _____

Council Chair _____ Date _____

5.0 LINKAGE TO CORPORATE PLAN

- 5.1 This Health and Safety Policy is consistent with the Mid Ulster Councils corporate priorities. It contributes to the performance theme of service delivery and provides the framework and system to facilitate the safe delivery of services.

6.0 ROLES AND RESPONSIBILITIES

6.1 Elected Members

Mid Ulster Council Elected Members have a collective responsibility to provide leadership and direction and for ensuring that health and safety arrangements are effective and managed appropriately.

The goal of effective management of health and safety is more easily achieved where Elected Members understand the risks, the systems in place for managing those risks and an appreciation of the causes of failure.

Elected Members will:

- Ensure that adequate consideration is given to health and safety implications when making Council decisions.
- Allocate sufficient resources to enable the Health and Safety Policy to be implemented in full and discharge the Council's health and safety responsibilities.
- Monitoring the overall performance of the Council's health and safety management system.
- Through the Policy and Resources Committee make recommendations as appropriate to Council as regards fulfilling health and safety objectives.

6.2 Chief Executive

The Chief Executive is at the top of the organisational structure and has overall executive responsibility for the health and safety at work of Mid Ulster Council employees, contractors, visitors and members of the public.

The Chief Executive is directly responsible to Council. In relation to health and safety he will:

- Endorse the Mid Ulster Council health and safety policy statement.
- Support elected members in meeting their health and safety responsibilities.
- Report to the Council on the effectiveness of the policy and the health and safety management system.
- Ensure that there is an effective policy and management system for the management of health, safety and welfare within the Council.
- Demonstrate active and strong leadership in creating a positive health and safety culture.

- Appoint a Director (Health and Safety Lead Director) with strategic responsibility for health and safety to be specifically responsible for the implementation and monitoring of health, safety and welfare matters.
- Appoint a competent person or persons to advise the Council on health, safety and welfare matters.
- Ensure that responsibilities are clearly defined, properly assigned and correctly discharged at all levels.
- Ensuring that suitable resources are made available to meet the requirements of the policy as far as is reasonably practicable.
- Ensure that there are objective targets set for the improvement of health, safety and welfare.
- Ensure that the health and safety policy is reviewed periodically and updated where necessary.

6.3 Health and Safety Lead Director

The Health and Safety Lead Director will have strategic responsibility for:

- Co-ordinating the Councils activities with regards to health and safety.
- Acting as the Health and Safety 'Champion' in Mid Ulster Council.
- Taking a leadership role to ensure full compliance with statutory requirements, so far as is reasonably practicable.
- Advising the Council on the requirements and application of resources to achieve compliance with the policy.

6.4 Directors

Directors are expected to take the initiative in promoting and monitoring the health and safety of all persons liable to be affected by activities under their control and in establishing within their department a culture of safe working practice. They are responsible for ensuring that sufficient risk assessments are carried out and ensuring that suitable measures are identified and implemented to manage and control risks.

They will:

- Demonstrate a high personal standard of health and safety.
- Ensure that the Council Health and Safety Policy and management systems are implemented, and staff under their control, are fully aware of their responsibilities as regards the health and safety of all Council employees and others who may be affected by the Councils operations.
- Ensure that there is a system in place to ensure all levels of employees are competent to perform their duties and have received adequate and suitable training in health and safety management and safe working practices.
- Ensure that appropriate arrangements are in place for the communication of health and safety issues to all employees, contractors and visitors.

- Ensure departmental annual health and safety objectives and targets are set and regularly reviewed.
- Co-operate with health and safety investigations, monitoring and auditing.
- Ensure adequate resources and finances are available to achieve the health and safety standards required of the Council Health, and Safety Policy and procedures.
- Liaise with the Corporate Health and Safety Officer on health, safety and welfare matters.

6.5 Heads of Service

Heads of Service will ensure:

- They set a personal example by following any instructions and rules and by wearing the correct PPE.
- Staff under their control are aware of and follow health, safety and welfare procedures and instructions
- Staff under their control have been briefed on their health, safety and welfare responsibilities
- Suitable and sufficient risk assessments have been carried out and any control measures resulting from the assessments are implemented
- All work, including visits to sites, is adequately planned and controlled and appropriate information and instruction is provided to staff prior to commencing work
- Staff are provided with appropriate PPE and safety equipment for the project
- specific health and safety training needs are identified and appropriate training provided
- Adequate and responsible supervision is provided to reflect the degree of risk with special attention paid to vulnerable members of staff
- All incidents are reported and investigated according to the incident and accident reporting and investigation procedure and any resulting actions to prevent recurrence are carried out.
- Where contractors are employed that their health and safety performance is assessed prior to selection and subsequently monitored and reviewed.
- They are fully aware of the Health and Safety Policy and the procedures which are relevant to their area of responsibility and know the requirements of health and safety legislation relevant to the activities under their control.
- They liaise with the Corporate Health and Safety Officer on health, safety and welfare matters.

6.6 Line Managers/Supervisors

All Line Managers/Supervisors are responsible for the implementation of the Health and Safety Policy in their area of control. Line Managers/Supervisors will ensure:

- They keep up to-date with the Health and Safety Policy and procedures relevant industry best practice, legislation and guidance relevant to their area of activity.
- They set a personal example by following any instructions and rules and by wearing the correct PPE
- Staff under their control are aware of and understand relevant procedures and instructions
- All relevant health and safety information is communicated effectively to their staff and contractors under their control.
- Health and safety training and development needs of staff are identified and appropriate training provided.
- Risk assessments are carried out in their area of control and identified control measures recorded.
- Employees' health and safety wellbeing performance is monitored and action taken when standards fall below acceptable
- All incidents are reported and investigated according to the Council incident and accident reporting and investigation procedure and resulting actions to prevent recurrence are carried out
- They liaise with the Corporate Health and Safety Officer on health, safety and welfare matters within their area of responsibility

6.7 Facility Managers

Facility Managers who are responsible for Council building premises have specific responsibilities as regard health and safety. Facilities Managers duties will include the following:

- Ensuring premises general risk assessments are in place and reviewed on at least an annual basis.
- Ensuring health and safety information is communicated effectively with those who use the premises
- Ensuring that control, monitoring and inspections regimes exist as regards asbestos, legionella, fire, electricity, hazardous substances, lifting equipment, gas
- Ensuring adequate First Aid arrangements are in place.
- Ensuring that all new staff are provided with a local induction, informing them of emergency evacuation arrangements and that adequate welfare facilities are provided.
- Ensuring adequate arrangements are in place for contractor and visitor sign in/out and supervision of contractors and visitors whilst on premises
- The reporting and investigation of accidents or incidents involving injury or damage to determine the causes and take appropriate action.

6.8 All Staff

Everybody has responsibility for their own health and safety and that of others who may be affected by their acts or omissions. In addition employees may be given specific health, safety and wellbeing related roles or responsibilities. These may be detailed in other Council related policies or job descriptions. Failure to comply or to co-operate with any health and safety measures required by the Council may lead to disciplinary action being taken.

All employees are responsible for:

- Looking after their own work-related health, safety and wellbeing and the safety of others affected by their work activities.
- Treating each employee with dignity and respect as an individual
- Co-operating with the Council by following safe working practices and carrying out their health, safety and wellbeing responsibilities as detailed in this and other Council related policies and procedures
- Using correctly any work equipment provided in accordance with the instruction and training received
- Not misusing or interfering with anything provided in the interest of health and safety
- Taking reasonable care of any personal protective equipment (PPE) provided and reporting any faults immediately
- Reporting any incidents promptly to line manager
- Seeking advice if they do not feel competent to carry out their responsibilities
- Accepting opportunities for occupational health review or counselling when recommended.

6.9 Corporate Health and Safety Officer

The Corporate Health and Safety Officer is the nominated competent person to provide health and safety assistance as required by Regulation 7 of The Management of Health and Safety at Work Regulations (Northern Ireland) 2000 and will:

- Advise the Chief Executive and others on health and safety matters.
- Co-ordinate the implementation and maintenance of the health and safety management systems used by Mid Ulster Council.
- Develop and keep under review Council-wide health and safety policies and advise Safety Representatives on the development of health and safety procedures.
- Keep up to date with legislation and other requirements and advise Council personnel on the requirements in order to ensure full compliance.
- Support the Council's governance processes by advising on the Council's health and safety risk profile, establishing systems for the monitoring and review of health and safety performance and delivering a programme of health and safety audits.

- Provide advice on health and safety competence and capability, and organisational training and development needs.
- Provide regular updates on the performance of the health and safety management system.
- Develop and maintain health and safety communications on new developments, performance, and incident reports.
- Develop an effective system for reporting, investigation and corrective action for all incidents and work related ill health cases and monitor its implementation.
- Liaise with the regulatory authorities and other external interested parties.
- Act to promote a positive health and safety culture.

6.10 Safety Representatives

Safety Representatives appointed under the Safety Representatives and Safety Committees Regulations (Northern Ireland) 1979 or the Health and Safety (Consultation with Employee Regulations) 1996, amongst other things, have the following range of functions:

- Investigation of accidents, complaints by an employee, hazards etc. and the examination of the causes of accidents at the work place.
- Making representation to the employer on the above investigations, and on general matters affecting the health and safety of employees they represent.
- Inspect the workplace as regards health, safety and welfare issues.
- Representing employees at discussions with inspectors of the Health and Safety Executive Northern Ireland and receiving such information from such inspectors.
- Attending safety committee meetings and assisting in developing effective health and safety communication to all employees.
- Making representations to the employers.
- Carrying out inspections of the workplace.

6.2 Health and Safety Committee

The Health and Safety Committee is a consultative committee responsible for promoting a healthy and safe working environment for all employees of the council making recommendations to senior management for the protection of any person from risk to health or safety arising from activities carried out by the Mid Ulster Council.

The Committee will:

- Advise and assist the Council and its Management team with the formulation of effective health and safety arrangements to enable the Council to comply with legislation and to enable all employees to be represented on matters involving health and safety at work.
- Assist with the development of health, safety and wellbeing policies and procedures.

- Review health, safety and wellbeing performance and make recommendations for improvement to management.

7.0 PROCEDURE AND IMPLEMENTATION

- 7.1 The Health and Safety policy is supported and supplemented by a suite of specific procedures, guidance notes and codes of practice. These will be developed and published on the Mid Ulster Council Intranet and made available to all employees.

Procedures will include:

- Accident Reporting and Investigation Procedure
- General Risk Assessment Procedure
- Control of Substances Hazardous to Health (COSHH) Procedure
- Display Screen Equipment Procedure
- Safer Manual Handling Procedure
- Dangerous Substance and Explosive Atmospheres Procedure
- Electricity at Work Procedure
- Working at Heights Procedure
- The Management of Asbestos Procedure
- The Management of Contractors Procedure
- Fire Procedure
- Legionella

- 7.2 Forms supporting this policy and associated procedures will be developed and published on the Corporate Health and Safety Mid Ulster Council Intranet and made available to all staff.

8.0 IMPACT ASSESSMENT

- 8.1 This policy has been “screened out” for equality impact assessment.
- 8.2 Mid Ulster Council has a statutory duty to comply with health and safety legislation and is required to do as much as is reasonably practicable to protect the health and safety of its own employees and anyone else who could be affected by its activities. It is essential that sufficient financial investment and resources are made available to achieve compliance with the law.

9.0 SUPPORT AND ADVICE

- 9.1 Support and advice on this policy can be obtained from the Corporate Health and Safety Officer.

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10.0 COMMUNICATION

- 10.1 A master electronic controlled copy of this policy will be kept up-to-date on the website.
- 10.2 The signed policy statement will be displayed on notice boards across Council facilities.

11.0 MONITORING AND REVIEW ARRANGEMENTS

- 11.1 The Health and Safety policy will be reviewed annually from date of adoption at Council and thereafter.
- 11.2 The Health and Safety Committee will, with the co-operation of the relevant Directors review the programme of safety audits conducted by the Corporate Health and Safety Officer on a regular basis. Audits will assess whether the policy and procedures have been implemented effectively.
- 11.3 The Corporate Health and Safety Officer shall ensure that issues that arise from such audits are recorded and management informed. The Health and Safety Lead Director will review audit reports and ensure compliance with recommended actions.

APPENDIX A:

HEALTH AND SAFETY COMMITTEE TERMS OF REFERENCE:

1.0 Purpose

The purpose of the Health and Safety Committee is to assist the Chief Executive in the discharge of his health and safety responsibilities.

2.0 Responsibilities

The Committee is a consultative committee with responsibility for promoting a healthy and safe working environment for all employees of the council making recommendations to senior management of the Mid Ulster Council.

The Committee will deliver but not be limited by the following responsibilities:

- Advise and assist the Council and its Management team with the formulation of effective health and safety arrangements to enable the Council to comply with legislation and to enable all employees to be represented on matters involving health and safety at work.
- Assist with the development of health and safety policies and procedures.
- Review health and safety performance against targets and make recommendations for improvement to management.
- Review all reportable accidents and Incidents making recommendations to prevent recurrence.

3.0 Composition:

Chair:	Health and Safety Lead Director
Secretariat:	Through Lead Director
Members	Director of Public Health and Infrastructure Director of Organisational Development Director of Business and Communities Director of Arts and Leisure Director of Environment and Property Corporate Health and Safety Officer 1 x Safety Reps from Recognised Trade Unions

4.0 Frequency of Meetings

The Committee will normally meet quarterly.

PROCEDURAL ARRANGEMENTS RELATING TO RISK ASSESSMENTS

Document Control			
Policy / Procedure Owner (name, role & section)	Ray Hall, Elaine Girvan		
Policy/ Procedure Author (name, role & section)	Ray Hall, Elaine Girvan		
Version	v1.0		
Consultation	Transition Management Team	Yes / No	
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1.0 PROCEDURE AIM

Mid Ulster Council recognises that the effective management of risk is central to providing a safe and healthy workplace. The aim of this procedure is to:

- Create awareness throughout the Council about the importance of recognising and taking positive action to manage health and safety risks.
- To protect the health and safety of staff, visitors and contractors through a clear process of risk identification and assessment. This approach will ensure that these risks are managed.
- To allow the Council to fully comply with the Management of Health and Safety at Work Regulations (Northern Ireland) 2000 as amended in 2006.

This procedure is part of a suite of procedures that together make up the Councils approach to health and safety.

2.0 ROLES AND RESPONSIBILITIES:

2.1 Chief Executive

The Chief Executive is at the top of the organisational structure and has ultimate responsibility for ensuring compliance to this procedure,

2.2 Directors

Directors are responsible for ensuring that their directorates carry out sufficient risk assessments and that suitable measures are identified and implemented to manage and control risks. They will ensure that these are documented using the Council General Risk Assessment Form (Appendix B) and that these assessments are made readily available to all staff

2.3 Heads of Service/Managers

Heads of Service will ensure that their service has suitable and sufficient risk assessments carried out, that actions are identified and introduced to minimise risks, so far as is reasonably practicable, including the introduction of control measures and the establishment and maintenance of safe systems of work. They will ensure that any control measures resulting from the assessments are implemented and that their staff properly use any control measures/precautions that are provided to reduce risks.

They must provide their staff with suitable and sufficient information for them to know and understand the risks that they face. Staff must also be trained on any emergency procedure identified in the assessment.

2.4 All Employees

All employees of the Council have a legal duty to take reasonable care of their own and others health and safety during any work activity.

All employees must co-operate and comply with any control measures/ safe systems of work that have been devised as a result of risk assessments.

2.5 Corporate Health and Safety Officer:

The Corporate Health and Safety Officer will provide advice and guidance on the risk assessment process. The Corporate Health and Safety Officer will provide suitable training in the completion of risk assessments for appointed assessors and assistance where specialised knowledge is required. He will also provide ongoing support and advice for them in their role.

2.6 Appointed Risk Assessors

Appointed Risk Assessors will be required to carry out assessments and to make recommendations for action and adequate control of risks. They are not however responsible for ensuring that the assessment is suitable and sufficient, this is the responsibility of the risk owner who will have a management role

3.0 REVIEW OF PROCEDURE:

The Health and Safety Committee will review this procedure on a regular basis in light of any changes in statutory legislation and/or operational experience that prevents full implementation of the procedure as intended.

DEFINITIONS:

Risk Assessment - Risk assessment is the process of identifying hazards, analysing the risks, evaluating the risks and determining the appropriate options for risk control.

In practice, a risk assessment is nothing more than a careful examination of what, in your work area, could cause harm to people, so that you can weigh up whether you have taken enough precautions or need to do more to prevent harm.

Reasonably practicable - In essence, this means you must do everything that can be done to reduce a risk to its lowest possible level, *except that* you don't have to do something where its cost is clearly excessive, compared to the size of the risk reduction.

Hazard – Anything with the potential to cause harm or loss.

Risk – The probability of that harm or loss occurring.

Control Measure – A measure that once implemented reduces the level of risk.

LEGISLATION:

The Management of Health and Safety at Work Regulations (NI) 2000 are a specific set of Regulations designed to reduce and control risk in general. The regulations (specifically Regulation 3) require the employer (the Council) to make suitable and sufficient risk assessments. In order for the Council to do this they must identify the hazards and risks associated with respective workplaces and control these risks so far as is reasonably practicable.

DEFINITIONS:

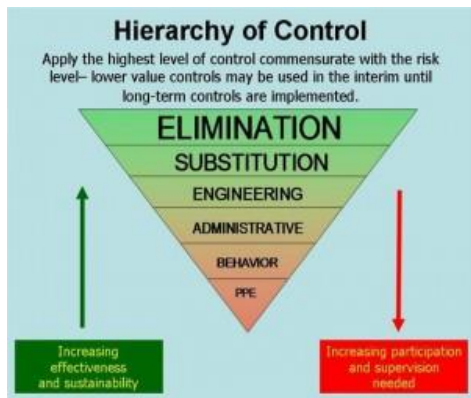
It is important that assessors understand the difference between the terms Hazard and Risk and the phrase "Control Measure". While there are many definitions, simple and complex, for the purposes of this guidance the following definitions will apply:

A Hazard is anything with the potential to cause harm or loss.

A Risk is the probability of that harm or loss occurring.

A Control Measure is a measure that once implemented reduces the level of risk.

HIERARCHY OF RISK CONTROL



To control risk the most preferred option is the elimination of the hazard, the least preferred option, the use of personal protective equipment (PPE).

Only when all practicable steps have been taken should there be a step down to the next level. Removal or elimination of the hazard is the ideal control situation. PPE is the least desirable means of control because the hazard remains.

RISK EVALUATION:

Once all relevant hazards have been identified it is necessary to evaluate the risks, in order to identify if existing control measures are adequate, or if additional/revised control measures are required. The system that the Council uses requires the application of numerical values to both the severity of the consequences, and the probability of the event occurring, which are then multiplied together to provide an overall risk rating.

Where such an evaluation identifies the need for additional/revised control measures, the process should be repeated following the implementation of such measures. It will often prove impossible to eliminate and/or control risk completely. The remaining risk is called residual risk and the aim is to reduce this to the lowest reasonably practicable level.

MONITORING AND REVIEWING:

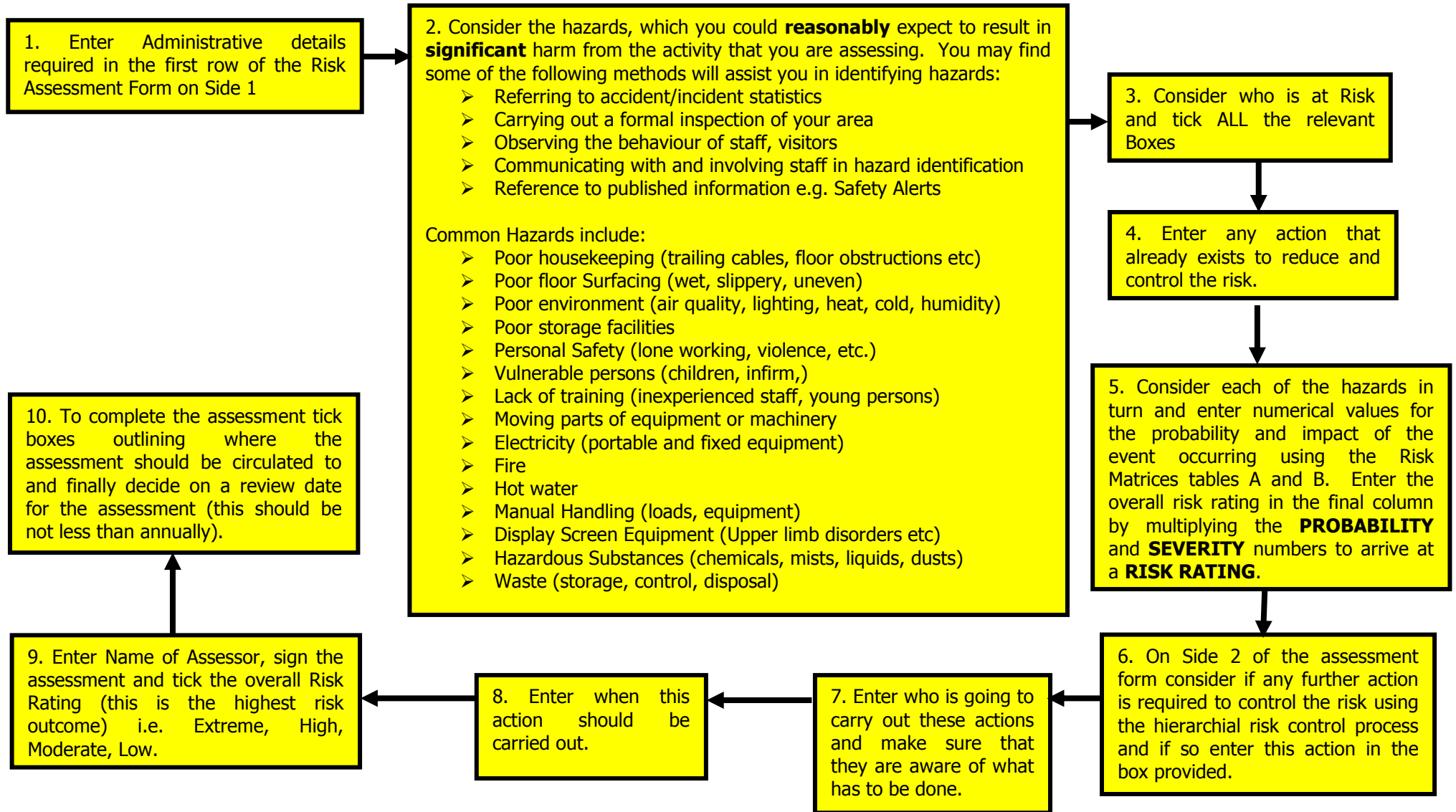
Risk assessments must be reviewed when there is reason to suspect they are no longer valid or there has been a significant change. It is good practice to review all risk assessments on a biennial basis

RESPONSIBILITIES

As a Risk Assessor you will be required to carry out assessments and to make recommendations for action and adequate control of risks. It is, however, the responsibility of the Director along with the Head of Service/Manager to ensure that the assessment has been completed, is suitable and sufficient, and that identified controls are implemented.

All Risk Assessments should now be documented on the General Risk Assessment Form which is enclosed except for those risk assessments such as Manual Handling, DSE, COSHH etc. which have their own documents. The guidance for completion of the form will assist you in the completion of an adequate assessment. Further advice, if required, on the assessment procedure is available from the Councils Corporate Health and Safety Officer

GUIDANCE ON COMPLETING THE RISK ASSESSMENT FORM



RISK MATRICIES

TABLE A: RISK LIKELIHOOD/PROBABILITY MATRIX

	PROBABILITY	DESCRIPTION
1. RARE	1 IN 10000 (TIMES)	DO NOT BELIEVE WILL EVER HAPPEN
2. UNLIKELY	1 IN 1000 (TIMES)	DO NOT EXPECT TO HAPPEN
3. POSSIBLE	1 IN 100 (TIMES)	MAY OCCUR OCCASIONALLY
4. LIKELY	1 IN 10 (TIMES)	WILL PROBABLY OCCUR
5. ALMOST CERTAIN	1 IN 2 (TIMES)	VERY LIKELY TO OCCUR

TABLE B: RISK SEVERITY/IMPACT MATRIX

	SEVERITY IMPACT ON STAFF/VISITOR/CONTRACTOR
1. INSIGNIFICANT	NO HARM.
2. MINOR	MINOR HARM.LESS THAN 3-DAY ABSENCE, FIRST AID TREATMENT MAY INVOLVE MORE THAN 1 PERSON.
3. MODERATE	SIGNIFICANT HARM, TREATMENT FROM MEDICAL STAFF REQUIRED, RIDDOR INJURY
4. MAJOR	PERMANENT HARM OR NEAR DEATH.
5. CATASTROPHIC	DEATH

TABLE C: RISK OUTCOME TABLE: RISK = LIKELIHOOD/PROBABILITY x SEVERITY/IMPACT

RISK RATING	RISK DESCRIPTOR
16 – 25	EXTREME RISK (IMMEDIATE ACTION REQUIRED)
10 - 15	HIGH RISK (URGENT ACTION REQUIRED)
7- 9	MODERATE RISK (ACTION REQUIRED)
1 – 6	LOW RISK (KEEP UNDER REVIEW)

GENERAL RISK ASSESSMENT FORM

Side 1

Management of Health and Safety at Work Regulations (NI) 2000 Amended 2006

DEPARTMENT/ AREA/SECTION		ACTIVITY COVERED		FORM REF. NO.	
-----------------------------	--	---------------------	--	------------------	--

GENERAL HAZARDS	Who is at risk (Please Tick)			WHAT ARE THE EXISTING CONTROLS THAT ARE IN PLACE TO DEAL WITH THE LISTED HAZARDS? (Briefly detail any existing controls in place, e.g. refer to the existing provision of training and information, local procedures, safety signs, restricted access, personal protective equipment, guards on machinery, etc.)	RISK RATING RISK = P X S		
	Staff	Public	Others		Probabilit y (P)	Severity (S)	Risk Rating
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							

ADDITIONAL CONTROL MEASURES REQUIRED:	WHO TO ACTION:	BY WHEN

NAME OF ASSESSOR		SIGNATURE OF ASSESSOR		OVERALL RISK RATING (Please tick)	E	H	M	L
RISK OWNER		SIGNATURE OF RISK OWNER						

CIRCULATION OF ASSESSMENT RECORD - <i>Circulation of assessment:</i> (Please tick as applicable)					
Staff: (Available to all staff)		Director/Head of Service Manager/Supervisor:		Other: (E.g. file copy, contractor All Staff, etc.)	

DATE AND ROUTINE DATE FOR REVIEW OF ASSESSMENT					
Date of Assessment		Next Review due		Signature of Reviewer	

Side 2

D

Subject: Committee Structures from April 2015

Reporting Officer: Chief Executive

1	Purpose of Report
1.1	To consider and approve committee structures from April 2015.

2	Background
2.1	Members will be aware that structures were put in place for the administration of council business during the transitional period and that four committees were set up with 16 members on each, ie Planning, Policy & Resources, Environment and Development.
2.2	This committee structure has served the Council well in making preparations for the full assumption of its responsibilities on 1 April 2015 however some refinement is required.
2.3	Section 19 of the Local Government Act 2014 states that Councils must operate a committee system unless the council decides otherwise by a qualified majority.
2.4	<p>A traditional committee system can be summarised as follows:</p> <ul style="list-style-type: none"> • Chair and Deputy selected using Schedule 1 (D'hondt) • Membership will be selected using Schedule 2 (quota greatest remainder) • No restriction on number of committees • No restriction on number of elected members • Not subject to overview and scrutiny arrangements • May delegate to sub-committees and officers

3	Key Issues
3.1	A committee based system is proposed to help ensure good governance in the democratic decision making of the Mid Ulster District Council from 1 April 2015.

3.2	<p>The proposed committee structure with core aligned functions is outlined below</p> <p>Planning Committee</p> <ul style="list-style-type: none"> • Development Management • Planning Enforcement • Area Plan Development <p>Policy & Resources Committee</p> <ul style="list-style-type: none"> • Democratic Services • Finance • Governance • Human Resources • Registration • ICT • Marketing & Communications • Policy • Performance • All other matters which do not fall within the remit of any other committee. <p>Environment Committee</p> <ul style="list-style-type: none"> • Building Control • Environmental Health • Capital Projects • Licensing • Waste Management • Cleansing • Property Management • Grounds Maintenance • Off Street Car Parks <p>Development Committee</p> <ul style="list-style-type: none"> • Cultural Venues • Arts Development • Languages • Leisure • Sports Development • DCAL Functions • Parks & Open Spaces • Play Areas • Access • Community Services • PCSP • Rural Development • Economic Development • Physical Regeneration • DSD & DETI Functions • Tourism • Events
3.3	<p>Audit Committee</p> <ul style="list-style-type: none"> • Internal controls • Audit • Risk

3.4	The Chair and Vice Chairs of the above committees will be positions of responsibility.
3.5	As was the case during the transitional period it is proposed that there is 16 Members on all committees with the exception of the Audit Committee where it is proposed that there are 8 Elected Members and one independent member.
3.6	In line with normal practice it is proposed that the quorum for all committees be one third of the total number of committee members, ie 6 for Planning, Policy & Resources, Environment and Development and 3 for Audit Committee.

4	Resource Implications
4.1	<u>Financial</u>
4.1.1	Members holding positions of responsibility may be paid a special responsibility allowance. The external representative on the Audit Committee will receive remuneration commensurate with the role.
4.2	<u>Human resources</u>
	N/A
4.3	<u>Assets and other implications</u>
4.3.1	Committee meetings can be accommodated within the existing council chambers in any of the exiting councils.

5	Other Considerations
5.1	It is proposed to split the committee meetings over the first two weeks of each month and hold the meetings on Tuesday and Thursday evenings at 7pm alternating between Cookstown and Magherafelt.
5.2	It is proposed that Council meetings are held in Dungannon at 7pm on the fourth Thursday of each month.
5.3	A draft schedule of meetings is presented for Member's approval.
5.4	A further paper will be brought forward on the terms of reference for each committee and associated delegated authority.

6	Recommendations
6.1	<p>Members approval is sought:-</p> <ul style="list-style-type: none"> • To establish five committees as detailed outlined. • To confirm if the Chair and/or Deputy Chair should be ex-officio members of all committees except Audit. • To permit any Member to be present and heard at any committee meeting but only committee members to have voting rights. • To use the default method as outlined in Schedule 2 of the Local Government Act 2014 for the appointment of councillors to committees ie the quota of greatest remainder.
7	Documents Attached
7.1	Appendix 1 - Schedule of meetings 2015/2016

DRAFT

Please refer to notes overleaf

MONTH	COMMITTEE	DATE	LOCATION
April	Planning	Mon 13 th at 7pm	Cookstown
	Environment	Tues 14 th at 7pm	
	Policy and Resources	Wed 15 th at 7pm	
	Development	Thurs 16 th at 7pm	
	Council	Thurs 23 rd at 7pm	Dungannon
May	Planning	Tues 5 th at 7pm	Magherafelt
	Policy and Resources	Thurs 7 th at 7pm	
	Environment	Tues 12 th at 7pm	
	Development	Thurs 14 th at 7pm	
	Council	Thurs 28 th at 7pm	Dungannon
June	Planning	Tues 2 nd at 7pm	Cookstown
	Policy and Resources	Thurs 4 th at 7pm	
	Environment	Tues 9 th at 7pm	
	Development	Thurs 11 th at 7pm	
	Council	Thurs 25 th at 7pm	Dungannon
July	Environment	Mon 6 th at 7pm	Magherafelt
	Planning	Tues 7 th at 7pm	
	Development	Wed 8 th at 7pm	
	Policy and Resources	Thurs 9 th at 7pm	
	Council	Thurs 23 rd at 7pm	Dungannon
August	Council	Thurs 27 th at 7pm	Dungannon
September	Planning	Tues 1 st at 7pm	Cookstown
	Policy and Resources	Thurs 3 rd at 7pm	
	Environment	Tues 8 th at 7pm	
	Development	Thurs 10 th at 7pm	
	Council	Thurs 24 th at 7pm	Dungannon
October	Planning	Tues 6 th at 7pm	Magherafelt
	Policy and Resources	Thurs 8 th at 7pm	
	Environment	Tues 13 th at 7pm	
	Development	Thurs 15 th at 7pm	
	Council	Thurs 22 nd at 7pm	Dungannon

MONTH	COMMITTEE	DATE	LOCATION
November	Planning	Tues 3 rd at 7pm	Cookstown
	Policy and Resources	Thurs 5 th at 7pm	
	Environment	Tues 10 th at 7pm	
	Development	Thurs 12 th at 7pm	
	Council	Thurs 26 th at 7pm	Dungannon
December	Planning	Tues 1 st at 7pm	Magherafelt
	Policy and Resources	Thurs 3 rd at 7pm	
	Environment	Tues 8 th at 7pm	
	Development	Thurs 10 th at 7pm	
	Council	Thurs 17 th at 7pm	Dungannon
January	Planning	Tues 11 th at 7pm	Cookstown
	Environment	Thurs 12 th at 7pm	
	Policy and Resources	Tues 13 th at 7pm	
	Development	Thurs 14 th at 7pm	
	Council	Thurs 28 th at 7pm	Dungannon
February	Planning	Tues 2 nd at 7pm	Magherafelt
	Policy and Resources	Thurs 4 th at 7pm	
	Environment	Tues 9 th at 7pm	
	Development	Thurs 11 th at 7pm	
	Council	Thurs 25 th at 7pm	Dungannon
March	Planning	Tues 1 st at 7pm	Cookstown
	Policy and Resources	Thurs 3 rd at 7pm	
	Environment	Tues 8 th at 7pm	
	Development	Thurs 10 th at 7pm	
	Council	Thurs 24 th at 7pm	Dungannon

NOTES

- Council will meet on 4th Thurs of each month
- Planning Committee will meet on 1st Tues of each month
- Policy & Resources Committee will meet on 1st Thurs of each month
- Environment Committee will meet on 2nd Tuesday of each month
- Development Committee will meet on 2nd Thursday of each month
- Audit Committee will meet up to 5 times per year with, dates to be scheduled

Meeting sequence will be followed except where to avoid holiday periods in the case of April, July, December and January. This has resulted in April, July and January committees meeting over 4 consecutive nights and December council being brought forward a week.

E

Subject	Filling Positions of Responsibility: Arrangements
Reporting Officer	Chief Executive

1	Purpose of Report
1.1	To inform members of arrangements for the annual meeting of Mid Ulster Council and the requirements on Filling Positions of Responsibility.

2	Background
2.1	Mid Ulster Council held its first annual meeting, as required under The Local Government (Transitional, Supplementary, Incidental Provisions and Modifications) Regulations (NI) 2014, was held within 21 days of the 2014 local election at which business was transacted which included filling positions of responsibility for the term ending 31 March 2015 (for the transitional period).
2.2.	The same regulations require that council hold a further Annual Meeting during the transitional period, which the council is currently operating, to fill positions of responsibility for the new term beginning 2015. The Annual Meeting for this purpose and to transact other relevant business will take place on Thursday 12 March at 7pm in Dungannon and South Tyrone BC offices.
2.3	Under existing Council Standing Orders in every year that is not an election year annual meetings will be held in June. Next year's annual meeting will be in June.

3	Key Issues
	Positions of Responsibility
3.1	<p>The purpose of Council's annual meeting will be to fill Positions of Responsibility. Positions have been specified within the Local Government (NI) Act 2014 as the;</p> <ul style="list-style-type: none"> • Chair of the Council; • Deputy Chair of the Council; • Chair of any committee of the council; • Deputy Chair of any committee of the council; • Member of a cabinet style executive of the council and • External representative of the council.
3.2	<p>In reference to those bodies identified as receiving an 'external representative' of the council the following have been identified:</p> <ul style="list-style-type: none"> • Housing Council for NI • Partnership Panel for NI • Reserve Forces and Cadets Association for NI • Policing & Community Safety Partnerships (PCSPs)

3.2.1	For clarity purposes and in reference to the Local Government Act the DoE has confirmed that an external representative means a person nominated by the council to serve as a member of any public body, where a public body is specifically established under a statutory provision, such as the Justice Act 2011.
3.3	Reflecting on the committee structure previously considered by this committee and positions to be filled on public bodies, detailed above, 67 positions of responsibility are available and will be considered at the annual meeting on Thursday 12 March. Appendix 1 provides details on proposed positions and periods of appointment.
3.4	<p>Party Nominating Officers will be requested to select positions for the terms as detailed in appendix 1. Where nominating officers select positions which begin with the date of the annual meeting they must also nominate the person to hold the position. Nominating officers at future annual meetings for 2016-17, 2017-18 and 2018-19 will then provide the names of members for each position selected at the first annual meeting i.e. on Thursday 12 March.</p> <p>Method of Filling Positions of Responsibility</p>
3.5	The Local Government Act also provides for the prescribed methods of appointing positions of responsibility; d'hondt, Sainte-Lague; and by single transferable vote. The Council must use one of these methods when allocating members to positions of responsibility. However, unless agreed otherwise by a qualified majority vote of council the default method shall be d'hondt.
3.6	D'hondt was used as the method for filling positions of responsibility for the transitional period to 31 March 2015, namely the presiding councillor, deputy presiding councillor, chairs to committees, vice-chairs to committees and representative to the Partnership Panel.

4	Resources
4.1	<u>Financial</u>
4.1.1	Some or all positions of responsibility may attract a Special Responsibility Allowance (SRA). Those positions attracting a SRA and associated sums have yet to be agreed by council. These will be within thresholds set by the DoE.
4.2	<u>Human</u> – N/A
4.3	<u>Basis for Professional/ Consultancy Support</u> –N/A
4.4	<u>Other</u> – N/A

5	Other Considerations
5.1	<p>PCSPs – the Justice Act 2011 permits that a PCSP may have a membership of 15, 17 or 19 with there always being one more political member than independent members on it. On the basis of the size of the new Council area a 19 member partnership would provide maximum representation across the district thus creating 10 positions of responsibility on the PCSP.</p> <p>Of the exiting councils two have 15 member partnerships and 1 has a 19 member partnership.</p>
5.2	<p>Housing Council – the Housing (NI) Order 1981 confirms that Housing Council representation from each local authority consist of the chairman of each district. However, the district council at any time may appoint any member to become a member of the Housing Council in place of the chairman, if it so wishes.</p> <p>Members should consider if this position be held by the Chair of Council as the default position within the Housing (NI) Order 1981 or be delegated to another member of the council.</p>

6	Recommendations
6.1	<p>That committee members:</p> <ul style="list-style-type: none"> • Note the number of positions of responsibility as 67 • Determine method for Filling Positions of Responsibility, the default being d'hondt • Determine if the representative on the Housing Council is the Chair of Council or be delegated to another member • Agree the size of the PCSP to determine elected member representation, with a 19 member Partnership providing the maximum elected member representation possible equating to 10 positions of responsibility

7	List of Documents Attached
7.1	Appendix 1: Positions of Responsibility

Mid Ulster District Council Positions of Responsibility Allocated

Party Nominating Officers are required to select positions of responsibility for the periods as shown and then fill positions by name for period 2015/16 at the annual meeting on Thurs 12 March (Note 1). This will be used to record positions using the default method (d'hondt) for filling positions of responsibility. There are 67 positions of responsibility.

	Year 1 2015/2016	Year 2 2016/2017	Year 3 2017/2018	Year 4 2018/2019
Council				
Chair				
Vice-Chair				
Audit Committee				
Chair				
Vice-Chair				
Development Committee				
Chair				
Vice-Chair				
Environment Committee				
Chair				
Vice-Chair				
Planning Committee				
Chair				
Vice-Chair				
Policy & Resources Committee				
Chair				
Vice-Chair				
Housing Council for NI (Note 2)				
1 Representative				
Partnership Panel for NI				
1 Representative 4 year term				
Reserve Forces & Cadets Association for NI				
1 Representative				
Policing & Community Safety Partnership - Mid Ulster (Note 3)				
10 Representatives 4 year term	SF	DUP		
	SF	DUP		
	SF	UUP		
	SF	UUP		
	SF	SDLP		

Note 1 Role of the Annual Meeting

Schedule 1 of the Local Government Act 2014 confirms the role of the annual meeting. It confirms that each party nominating officer should select a position of responsibility and term for which it may be held. Where the nominating officer selects the term beginning with the date of the meeting (the annual meeting) the nominating officer must also nominate the person to hold the selected position of responsibility, who stood in the name of the nominating officer's party when elected. At subsequent annual meetings for 2016-17, 2017-18 and 2018-2019 each nominating officer must select members for the next term for each position selected at the first annual meeting.

Note 2 Housing Council for NI

Schedule 2 of the Housing (Northern Ireland) Order 1981 confirms that the Housing Council shall consist of the chairman of each district council. Schedule 2 to the legislation also indicates that a district council may at any time appoint one of its members as a member of the Housing Council in place of the council chairman as referred to.

Note 3 Policing & Community Safety Partnership (PCSP)

Schedule 1 to the Justice Act provides that a council, in exercising its power to appoint political members to PCSPs, shall ensure, so far as is practicable, that the political members reflect the balance of parties prevailing among members of the council immediately after the last local election.

Applying the default method for *Filling Positions of Responsibility* (d'Hondt) to calculate the balance of the parties after the 2014 local election the party allocation, based on 10 elected members being represented on the Partnership, is:

SF	5
DUP	2
UUP	2
SDLP	1

F

Subject: Irish Language Policy Public Consultation Timeframes

Reporting Officer: Chief Executive

1	Purpose of Report
1.1	To advise Members of the timeframes in respect of the Irish Language Policy public consultation and assessment of equality impacts.

2	Background
2.1	Council's obligations in respect of Irish arise from commitments the UK Government made when the European Charter for Regional and Minority Languages (The Charter) was signed and ratified. The Charter is an international convention designed to protect and promote regional and minority languages. It is designed to protect and promote regional and minority language as a threatened aspect of Europe's cultural heritage. The Charter does not cover sign language or the languages of minority ethnic communities.

3	Key Issues												
3.1	<p>The Mid Ulster Council agreed at its meeting of the 22nd January 2015 that the draft Irish Language Policy be subject to equality assessment.</p> <p>The projected timescales required to do this are presented below:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Activity</th><th style="text-align: left;">Timescale</th></tr> </thead> <tbody> <tr> <td>• Equality Screen draft policy</td><td>26 Jan – 6 Feb 2015</td></tr> <tr> <td>If the policy is screened in:</td><td></td></tr> <tr> <td>• Preparation of consultation documents</td><td rowspan="3">9 Feb – 28 Feb 2015</td></tr> <tr> <td>• Translation of policy and consultation documents into Irish</td></tr> <tr> <td>• Creation of consultee lists and documentation</td></tr> <tr> <td>12 week consultation period</td><td>2 March – 22 May 2015</td></tr> </tbody> </table>	Activity	Timescale	• Equality Screen draft policy	26 Jan – 6 Feb 2015	If the policy is screened in:		• Preparation of consultation documents	9 Feb – 28 Feb 2015	• Translation of policy and consultation documents into Irish	• Creation of consultee lists and documentation	12 week consultation period	2 March – 22 May 2015
Activity	Timescale												
• Equality Screen draft policy	26 Jan – 6 Feb 2015												
If the policy is screened in:													
• Preparation of consultation documents	9 Feb – 28 Feb 2015												
• Translation of policy and consultation documents into Irish													
• Creation of consultee lists and documentation													
12 week consultation period	2 March – 22 May 2015												

	<ul style="list-style-type: none"> • Consideration of consultation responses • Assess equality impacts • Amend policy as required 	25 May – 13 June 2015*
	Amendments agreed by Council	Recommendations presented to June 2015 Council meeting for policy approval.

4	Resource Implications
4.1	<p><u>Financial</u></p> <p>Professional support of £9,000 previously agreed by Council should an EQIA be required.</p>
4.2	<p><u>Human resources</u></p> <p>Translations can be undertaken by existing Irish Language Officers.</p>
4.3	<p><u>Assets and other implications</u></p> <p>N/A</p>

5	Other Considerations
5.1	None

6	Recommendations
6.1	Members are asked to note the above timeframes in respect of the Irish Language Policy public consultation and assessment of equality impacts

7	Documents Attached
7.1	None

G

Subject	Draft Procurement Policy
Reporting Officer	Lead Officer for Finance
Contact Officer	JJ Tohill

1	Purpose of Report
1.1	To submit proposed Procurement Policy drafted in accordance with report to Policy and Resources Committee on Tuesday, 3 September 2014 re recommended Procurement Approach which was adopted at Council's meeting on Thursday, 25 September 2014.

2	Background
2.1	Procurement is widely recognised in local government as being a key Council activity which has a high public profile, the potential to contribute significantly to Council's cost effectiveness and, where it becomes contentious, the potential to become a very litigious area.
2.2	The Finance and Procurement Transition Working Group has reviewed the procurement policies and practices in each of the three legacy councils and found that there is considerable inconsistency between the three approaches.

3	Key Issues
3.1	Mid Ulster District Council has a duty to protect the public funds with which it is entrusted and to apply them in a transparent and effective manner having regard to all relevant legislation and in the context of an appropriate governance environment. The adoption of the proposed procurement policy should provide officers with the necessary framework, procedures and documentation to deliver upon this duty and evidence compliance therewith.
3.2	In accordance with the recommendation of the Proposed Procurement Approach previously adopted by Council, the fundamental principle is that all relevant staff will conduct each procurement exercise in a consistent manner, having regard to common financial limits which will dictate the method of procurement and how the recommended course of action will be approved. Significantly the process will, for lower value purchases, be decentralised with each process being under the overall control of the relevant Director. The Procurement Department will lead higher value and more complex procurement exercises and be available for advice and support in relation to decentralised exercises.
3.3	Professional support, e.g. architects, will continue to be required in relation to very complex procurements (usually significant capital projects) and such services will be procured having regard to the procurement policy.

3.4	The officers have identified a range of goods and services (which are still being tabularised) which are routinely excluded from the need to comply with the procurement policy, e.g. the placement of public advertisements and consumables, etc. which are already the subject of a previously awarded contract, e.g. stationary.
3.5	Officers are continuing to develop the associated forms and templates which will support decentralised procurement and appropriate evidencing of decisions throughout each procurement exercise on a consistent basis. Therefore these are not yet included as relevant appendices in the policy but will be added in early course.
3.6	Training in procurement generally and the new policy has been scheduled for late February as part of Council's capacity building programme.

4	Resources
4.1	<p><u>Financial</u></p> <p>None but will contribute significantly to Council's governance framework thereby reducing potential future costs of inappropriate and ineffective procurement..</p>
4.2	<p><u>Human</u></p> <p>Training has already been scheduled.</p>
4.3	<p><u>Basis for Professional/ Consultancy Support</u></p> <p>Support will be sought on a case by case basis where necessary with such support being commissioned having regard to the procurement policy.</p>
4.4	<p><u>Other</u></p> <p>N/A</p>

5	Other Considerations
5.1	N/A

6	Recommendations
6.1	Members give consideration to the draft policy as attached.

7	List of Documents Attached
7.1	Appendix 1 – Draft Procurement Policy



Procurement Policy

DRAFT

Document Control			
Policy Owner	Director of Finance, Mid Ulster Council		
Policy Author	Lead Finance Officer, Mid Ulster Council		
Version	v1.0		
Consultation	Transition Management Team	Yes / No	
	Trade Unions	Yes / No	
Equality Screened by		Date	
Equality Impact Assessment	Yes / No	Date	
Approved By	Policy & Resources Committee	Date	
Adopted By	Council	Date	
Review Date	April 2017	By Whom	
Circulation	Mid Ulster District Council Members Mid Ulster District Council Staff		
Document Linkages	Mid Ulster District Council Proposed Procurement Approach		

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	and order placement 6.30 Exceptions 6.31 Specifications and economic appraisals	
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8.0	Impact Assessment 8.1 Equality Screening & Impact 8.2 Staff & Financial Resources	O/S
9.0	Support & Advice	O/S
10.0	Communication	O/S
11.0	Monitoring & Review Arrangements	O/S
12.0	Acknowledgements	O/S

Appendices	Description	Page Number
A	Procurement Exclusion List	O/S
B	Example of how pre-qualification and assessment criteria should be documented in the specification	O/S
C	Template evaluation matrices and guidance	O/S

1.0 INTRODUCTION

- 1.1 Mid Ulster District Council is committed to the securing the maximum return for its financial and human resources when procuring goods and services. It is also concerned to ensure that its procurement procedures are fair, transparent and consistently applied. This Policy covers the processes to be followed by all Council staff in procuring goods and services regardless of the likely level of expenditure or the outcomes intended to be derived from the expenditure of Council resources. It aims to raise the awareness of appropriate procurement procedures in the Council environment and to give guidance in relation to both the procedures to be followed and how these procedures will contribute to Council's governance arrangements.
- 1.2 Mid Ulster District Council recognises the profile and potential impact that Council procurement has within the local economy and indeed within the public's perception of local government efficiency and effectiveness generally. It notes that procurement could be susceptible to inappropriate/misguided practices which in the worst case scenario could result in inappropriate application of Council funds and potential fraud. Council operates a zero tolerance attitude to fraud and will seek to recover funds and assets lost through fraud and to fully investigate any allegation of fraud. After full investigation, the Council will take civil, criminal and/or disciplinary action in all cases where it is appropriate to do so. The Council is committed to ensuring that opportunities for fraud are reduced to the lowest possible level of risk. The implementation of this policy will contribute to the reduction in the potential for fraud and the perception that Council procurement is not as transparent and fair as it should be.
- 1.3 Council is committed to protecting the public money it looks after and to maximise the benefit to be derived from the available resources. Where the procurement policy is not implemented appropriately, Council will deal with the failure in a firm and controlled manner.
- 1.4 This Procurement Policy is concerned with all procurement undertaken by Mid Ulster District Council by Council employees in the course of their work.
- 1.5 The term procurement is commonly used to describe the process by which Council expends its financial resources to acquire goods and/or services (either capital or revenue). The process includes specification of requirements, advertisement of opportunity, invitation of proposals, assessment and evaluation of proposals, relative comparison of proposals and investment/expenditure decisions based on the foregoing elements. Procurement procedures are often perceived as not as transparent as they might be, unduly complicated so as to disenfranchise potential suppliers, overly bureaucratic in their application and less than successful in delivering the best outcome relative to what might have been delivered. Council wishes to change such perceptions.
- 1.6 Prior to local government reform each of the three legacy councils operated independent procurement procedures. There was little consistency between

the separate sets of procedures other than the fact that each council had clearly identified differing categories of procedure to be invoked depending on the anticipated cost of the goods and services to be procured on each occasion. Each council invested varying levels of resource to implementing and supporting procurement procedures and consequently staff from the three councils generally have three very different perceptions of what should be an appropriate level of control. This policy seeks to standardise procurement practices and to ensure that all staff are provided with a clear understanding of how procurement will operate in the new Council, identify how to clarify uncertainties, what to do if they consider it appropriate to deviate from the policy and how to document and record key procurement decisions and assumptions.

2.0 POLICY AIM AND OBJECTIVES

- 2.1 This Policy explains the Council's position on procurement and includes the Council's Procurement Exclusion List as **Appendix A**, which details goods and services which may not require full compliance with Council's procurement policy. The Procurement Exclusion List is not necessarily an exhaustive list and may be subject to amendment at any time by the Procurement Department following consideration of officers' representations in relation to the practicalities of invoking the procurement policy in relation to specific goods and services and the benefits to be derived therefrom.
- 2.2 The main message is that Council expects all employees to seek to maximise the benefit derived from Council resources when procuring goods and services and to ensure that the procedures used to expend the funds are consistent, fair and transparent.
- 2.3 Specifically, Mid Ulster District Council's procurement policy is intended to ensure that:
 1. Proportionate and appropriate controls deliver fair, transparent and legally compliant procurement outcomes;
 2. Council staff operate consistently within clearly defined delegated authority;
 3. Procurement results in the most efficient, economical, and effective application of Council resources;
 4. Procured goods and services of the specified quality and quantity are received in accordance with agreed time frames;
 5. Lessons are learned where appropriate; and

6. The opportunity for legal challenge and/or negative publicity in relation to procurement is minimised and successfully defended should it arise.
- 2.4 Council will maintain robust control mechanisms to both prevent and detect non-compliance with the procurement policy. All Line Managers have a responsibility for maintaining the appropriate documentary records, sharing them with the Procurement Department on a timely basis when appropriate and must be seen to be setting an example by complying fully with all procedures, regulations and controls.
- 2.5 All members of staff have a responsibility to protect the assets and reputation of the Council and are expected to be alert to the potential for fraud and other failures to implement the procurement policy appropriately. Line Managers will be expected to brief staff on the importance of adhering to the procurement policy and the consequences of failing to comply with the policy in their areas of responsibility.
- 2.6 Confidential mechanisms have been established to allow staff to report suspected fraud/financial impropriety and general non-compliance with Council policy. The Council's Fraud Response Plan (which may be accessed on the Council's intranet and is available from the Human Resources Department) provides more information regarding the reporting and investigation of suspected fraud/financial impropriety. Concerns may also be raised using the Council's Whistleblowing Policy. Details on how to raise a concern are detailed in the Council's Whistleblowing Policy (which is again accessible on the Council's intranet and from the Human Resource Department).
- 2.7 As with all areas of Council activity, if fraud or serious financial impropriety in relation to procurement is proven to involve staff, disciplinary action will be taken by management. Formal action may be taken in regard to staff who are found, after investigation, to have facilitated fraud as a result of a serious dereliction of duty. Further, if financial impropriety is found to have taken place disciplinary action may also be taken.
- 2.8 The Council is committed to working and co-operating with other organisations to prevent organised fraud and corruption. Wherever possible, it, in conjunction with other public bodies including other district councils, will be prepared to help other organisations and exchange information in relation to procurement activities, including costs and quantities of goods and services consumed in delivering similar or equivalent services, to reduce the potential for and respond to incidences of fraud and/or financial impropriety.

3.0 POLICY SCOPE

- 3.1 This policy applies to all Council workers (temporary, permanent, part time, full time and previous) and any agency staff, volunteers or consultants undertaking Council work. It also applies to all suppliers (current and potential future) of goods and services except potentially those involved in the supply of

goods and services detailed on the Procurement Exclusion List (see Appendix A).

4.0 POLICY STATEMENT

- 4.1 Mid Ulster District Council requires all staff at all times to comply with the Procurement policy when considering procuring goods and services. Staff should also act honestly and with integrity and to safeguard the public resources for which they are responsible. Where it is proposed to deviate from the policy, the proposal must be referred to the relevant Director who, in conjunction with the Procurement Department, where necessary, shall determine whether the particular circumstances are sufficiently exceptional to merit this course of action. It is anticipated, however, that such instances will be extremely rare and will, in all cases be fully documented and authorised appropriately.
- 4.2 Council is committed to obtaining best value from all its resources and the procurement policy shall be consistently applied by all staff to ensure that public confidence is retained in the process at all time.

5.0 LINKAGE TO CORPORATE PLAN

- 5.1 This policy contributes towards the delivery of corporate priorities, *Systems to Underpin and Deliver Services*, and *Resources in Place to Deliver Services* within the Mid Ulster Council's corporate plan for the transitional period 2014-15. This policy contributes to the transaction of corporate business of council. This policy will have a positive impact on the Council's strategic themes.

6.0 PROCEDURE AND IMPLEMENTATION

- 6.1 Key issues to be considered on contemplation of procurement
- 6.1.1 The following issues should be considered each time a procurement exercise is contemplated:
1. Does the officer(s) contemplating the procurement feel sufficiently competent in procurement to undertake the duty?
- If not, the officer(s) should promptly inform their line manager who shall take such steps as are necessary to ensure that the:
- a) Procurement is undertaken in the requisite time frame in accordance with Council policy;
 - b) Officer(s) is trained to the requisite standard as soon as is possible. This should ideally precede the current procurement

exercise but, as this may not always be practicable, the line manager must take such steps as are necessary to ensure that responsibility for procurement is assigned to another competent individual and that the Procurement Department is notified of the change in authorised officer and all necessary paperwork (e.g. confirmation of authorised officer's details and signature to the Procurement Department) is completed and appropriately processed promptly;

2. Does the officer(s) have access to the most up to date Procurement Policy and associated documents/templates?

If not, the officer(s) must obtain the relevant documentation before commencing the procurement exercise;

3. Does adequate budget exist?

If not, the officer(s) must confirm the budgetary provision with the relevant Director and obtain formal confirmation from the Finance Department that the Director's approval has been notified to it.

Divergence from this practice may only happen in exceptional circumstances, e.g. to prevent/mitigate a very serious service failure or to deliver upon a contractual obligation that cannot be renegotiated or challenged. Divergence, for whatever reason, from Council policy is a significant matter and each occasion will be subject to close scrutiny after the event and must be capable of appropriate justification, with the production of relevant supporting evidence where practicable.

4. Will the procurement exercise require technical skills, i.e. other than Procurement knowledge and experience, which are incompatible with the officer(s)' skill set?

If it will, the officer(s) should identify what skills are required, from whom they can be sourced and how they can be secured in accordance with Council policy. Where necessary, the officer(s) should discuss the requirement with their line manager and, having regard to available resources and applicable Council policy, where relevant, secure the skills required prior to commencing the procurement exercise;

5. Is the anticipated procurement time frame (including the impact of pressures that may arise from the potential short or long term unavailability of Procurement staff) consistent with the time available to deliver the intended outcomes for Council?

If not, the officer(s) should identify the critical path for the intended deliverables and discuss the issue with their line manager in the first instance. Reference should also be made to the Procurement Department at an early stage if it is anticipated that their input will be required during the Procurement exercise.

6. Should the Procurement exercise be considered for aggregation with any previous or anticipated future contracts?

If yes, the officer(s) should discuss the issue with their line manager and/or the Procurement Department prior to commencing the Procurement exercise.

7. Is there any matter that can be anticipated prior to the commencement of the Procurement exercise that could foreseeably result in the possibility, however remote, of financial or reputational loss to Council?

If yes, the officer(s) should discuss the issue with their line manager and/or the Procurement Department prior to commencing the Procurement exercise and document in the prescribed format (see XXXXX) the outcome of those discussions.

6.2 Issues to be considered prior to completion of procurement

- 6.2.1 The following issues should be considered each time a procurement exercise is completed:

1. Has all necessary documentation been completed, signed, retained and copied by email to the Procurement Department where appropriate?
2. Have all appropriate monitoring and control mechanisms been activated?
3. Is a post procurement evaluation appropriate (it will be on most occasions, if only to confirm that the intended outcomes were delivered in terms of quantity and quality)?

If so, has it been arranged?

4. Have any lessons to be learned (including the potential for legal challenge or action from any party) been identified?

If so, have these been promptly reported to the line manager and/or the Procurement Department?

6.3 Goods and services not subject to 'normal' procurement procedures

- 6.3.2 'Normal' procurement procedures may be disregarded in the following circumstances:

1. In situations of genuine emergency, e.g. on the invoking of Council's Emergency Plan, or when there is no other practicable solution to a problem within an immoveable time frame;

2. Where contractual arrangements prohibit it, e.g. following the award of a capital contract, the appointed contractor assumes control of the relevant Council property and any subsequent relevant procurement exercises must have regard to the contractor's legal rights in relation to the site;
3. Where there is a need for proprietary parts for vehicles, ICT and other specialised equipment or where warranty conditions prohibit the utilisation of third party parts or suppliers;
4. Where Council recognises a sole/specialised supplier;
5. Where, as part of a joint or other partnership type venture, alternative procurement procedures have to be followed as a condition of continued membership or participation in the venture;
6. Where third party funding arrangements require alternative procurement procedures to be applied. However, in the event that Council procedures are more stringent in any way, officer(s) must obtain written confirmation which procedures are to be applied. Council would normally expect the more stringent procedures to apply;
7. Where the relevant Director decides (and records in the prescribed manner (**see XXXXX**) that the goods and/or services can be procured from Office for Government Commerce (OGC) Frameworks or similar frameworks or via an appropriately designed and implemented inter-council framework; or
8. Where the goods and/or services are specifically listed on Council's current 'Procurement Exclusion List' (where applicable).

6.3.2 All procurement exercises undertaken outside 'normal' procurement procedures must be documented by the relevant Director in the prescribed manner (**see XXXXX**) and copied by email to the Procurement Department.

6.3.3 All uncertainties in relation to exceptions to 'normal' procurement procedures must be discussed with the Procurement Department in advance of the relevant procurement exercise being commenced.

6.4 Authorised signatories

6.4.1 Each Director shall determine all authorised signatories (and limits of authority) in relation to procurement within their Department.

- 6.4.2 It shall be the responsibility of each Director to ensure that details of all authorised signatories (and limits of authority) including evidence of sample signatures are promptly notified to the Procurement Department in the prescribed manner (see XXXXX) by email.
- 6.4.3 Each Director shall also promptly notify the Procurement Department in the prescribed manner (see XXXXX) of any and all amendments to the complement of authorised signatories by email.
- 6.4.4 It shall be the responsibility of each Director to ensure that all authorised signatories within their Department have received appropriate training in Procurement (and regular refresher training having regard to any recommendation(s) in relation thereto by any appropriate authority including but not limited to the Procurement Department, the HR Department and the Local Government Auditor).
- 6.4.5 Evidence of training (and refresher training) shall be retained by the Director in support of Council's internal control environment and governance arrangements.
- 6.5 Choice of supplier to be invited to tender/quote
- 6.5.1 Suppliers must be chosen in a manner which will demonstrate compliance 'in letter' and 'in spirit' with Council policy.
- 6.5.2 In circumstances where procurement exercises are not publically advertised, it is particularly important that the procedures followed are sufficiently transparent that no justifiable criticism will be levelled at Council, either prior to or at any time post contract award.
- 6.5.3 Officer(s) engaged in procurement exercises, however remotely, must ensure that they do not introduce any real or perceived conflicts of interests or that they do (or refrain from doing) anything that could be interpreted as compromising the legitimacy and fairness of a procurement exercise.
- 6.5.4 Officers are particularly referred to their responsibilities under all relevant Council policies and Codes of Conduct.
- 6.5.5 Failure to comply with Council policy or any applicable Code of Conduct may result in disciplinary procedures and/or criminal prosecution.
- 6.5.6 If an officer has any doubt in relation to whether their intended action (or inaction), particularly in relation to selection of suppliers to be invited to participate in a procurement exercise, or their participation generally in the exercise could be deemed to be likely to be (at least) perceived to be in any way partisan, they should discuss the matter with their line manager and/or the Procurement Department and record the outcome of the discussion in the prescribed manner (see XXXXX).

6.5.7 In general, when selecting suppliers to be invited to participate in any procurement exercise, officer(s) should have regard to the following:

- Previous knowledge and experience of the supplier's competence, capability, reliability, timeliness, cost, etc.;
- Extent to which any potential reasons for not adopting 'normal' procurement procedures might apply;
- Knowledge of any new entrants to the market;
- Potential to encourage the development of local suppliers, but without compromising on the intended deliverables and the need to demonstrate efficiency, economy, effectiveness and timeliness in all procurements; and
- Any other relevant factors including the financial viability of potential suppliers and trading status, e.g. trading in administration.

6.5.8 When a 'new' supplier is to be instructed care must be taken to ensure that:

- They understand and confirm their compliance with all current relevant Council policies; e.g. the requirement that Council cannot contract with any supplier that is an 'unqualified person' as referred to in the Fair Employment and Treatment (Northern Ireland) Order 1998;
- They understand and confirm that they consent to Council's processing of any relevant personal data in accordance with the provisions of the Data Protection Act 1998 and the requirements of any statutory agency or public authority;
- They understand Council's payment procedures and time frames and that they promptly provide all necessary information to the Finance Department in the requisite format to facilitate payment in due course;
- They understand Council's obligations under the Freedom of Information Act 2000 and other relevant legislation;
- All requisite information is promptly supplied in the requisite format to the Finance Department; and
- All relevant insurances, qualifications, references, etc. are checked to confirm the adequacy/accuracy of same and a copy thereof retained on file.

6.5.9 Care must be taken to ensure that all necessary checks, e.g. of insurances, etc. are made, documented and appropriate copies of certificates, etc. are taken and retained on file each time a supplier is engaged. These checks form an important part of Council's governance arrangements.

6.5.10 Subsequent correspondence with the Finance Department in relation to any supplier must always quote the current Finance reference for the supplier. This reference will be notified initially to procuring officer(s) when a new supplier is engaged and amendments thereto will be similarly be notified.

6.6 Payment procedures

6.6.1 Save in exceptional circumstances, which must be agreed on a case by case basis with the Director of Finance (or their nominee), all payments will be made in accordance with Council's 'normal' payment procedures, i.e. payment by BACS in accordance with the usual time scales operative within the Finance Department.

6.6.2 Should a qualifying exceptional circumstances be agreed with the Director of Finance (or their nominee), an alternative payment method (or time scale) may be agreed. The Finance Department reserves the right to pass on any increased costs of alternative payment methods (or time scales) to either the supplier or the relevant Department. The decision of the Finance Director in relation to this matter shall have regard to the facts of the case, Council precedent and any relevant legislative provisions and will be final, subject to appeal by the relevant Director to the Chief Executive.

6.6.3 Payment will, save in exceptional circumstances which must be specifically authorised in the requisite format (see XXXXX) by the relevant Director, only be made when all necessary checks are made and evidenced as such.

6.6.4 The checks operative in the Finance Department are designed to maximise the benefit to be derived from Council's internal control environment. Where a Director specifically requests that a payment be made in advance of all necessary checks being made or where the results of any or all such checks are inconclusive in any material way, responsibility for payment will rest with the Director.

6.6.5 All such authorisations will be recorded by the Finance Department and copied by email to the relevant Director who shall have regard to same when supporting the Chief Executive in the operation, monitoring, evaluation and review of the internal control environment and governance arrangements on an ongoing basis, not least in the preparation and submission in the prescribed format (see XXXXX) of formal assurance statements.

6.7 Environmental considerations

- 6.7.1 Council continues to develop and promote its environmental agenda. It aims to promote sustainability in all its service areas and to encourage and support, in so far as practicable, organisations that share this philosophy.
- 6.7.2 Unfortunately Council's duty to the rate payer and the financial environment in which it operates means that procurement decisions cannot be driven by environmental considerations solely. Nonetheless, Council takes its environmental agenda seriously and will, where practicable and affordable, seek to procure on an environmentally sustainable basis.
- 6.7.3 Each Director, when reviewing their service delivery model and resource consumption, should consider the potential for environmental improvements and sustainable procurement.
- 6.7.4 Departments should have regard to Council commitments to sustainable and environmentally friendly activities and should seek to investigate and encourage such activities.
- 6.7.5 Compliance with environmental legislation in the course of service delivery is of course mandatory.
- 6.8 Miscellaneous issues
- 6.8.1 Hospitality
- 6.8.1.1 Prudence should be exercised in the provision of hospitality.
- 6.8.1.2 The provision of hospitality shall be in accordance with Council's hospitality policy (**under development**) and have regard to all relevant Codes of Conduct.
- 6.9 Issuing tenders and quotations
- 6.9.1 Where the Council publicly advertises a tender (see procurement thresholds at 6.10) the advertisement will be placed in the relevant media as per the Council's Advertising Policy (**under development**) to ensure a reasonable time period for tenderers to apply for documentation and submit their tender.
- 6.9.2 Tenders will be issued by the Procurement Department upon receipt of all information from the reception staff to whom potential tenderers will be directed in the first instance. Quotations will be issued by the relevant Department.
- 6.9.3 Reception staff will record the following information at the time of tender/quotation request/issue:
- Name, full business address, telephone number and email address of each applicant;
 - Date the request was received;
 - Date the tender documentation is issued;
 - Name of the person sending the tender documentation out to the supplier; and
 - Checklist ticked to ensure that all information has been sent

6.9.4 This information will be recorded on a standard tender request sheet (see XXXXX) and will be retained in the relevant tender file.

6.10 Receipt of tenders/quotations

6.10.1 If tenders/quotations are delivered by hand to the Council Offices Reception, a receipt will be issued by reception staff. Reception staff must be careful when recording the date and time of receipt. All information from the receipt apart from the Company name must be transferred to the top right of each envelope received. This information must include initials of person receiving envelope, date and time received and receipt number.

6.10.2 The envelope must be forwarded immediately to the Procurement Department where it will be stored in a secure environment

6.10.3 Tender/quotation submissions sent by post are sent at person's own risk even if posted by Recorded Delivery. All tender/quotation submissions are forwarded at "the risk of the supplier" until they have been accepted and receipted at the Council Offices Reception. Tenders/quotations sent by post will be recorded and handled in accordance with the procedures detailed at 6.10.1 and 6.10.2.

6.11 Late submissions

6.11.1 Any tender/quotation received after the closing date and time will be excluded from the evaluation process, with a record kept of such cases and the reason for exclusion. Relevant staff (usually Departmental staff) will arrange to have the late submission(s) opened by two people and will send a letter to the firm, advising them of this. There will be no exceptions to this rule and a record of the handling of late applications will be retained in the prescribed format (see XXXXX).

6.12 Procedures to be followed post tender/quotation closing date

6.12.1 When a tender/quotation has reached its closing date and time, irrespective of the process employed, none of the submissions may be processed unless the requisite procedure is followed.

6.12.2 The relevant staff (usually the authorised signatory but may be the Procurement Department) is responsible for collecting all submissions received and arranging to have them opened. The relevant staff will cross check envelopes held prior to opening against the record of receipts referred to at 6.10 to ensure that all submissions have been accounted for before opening any of the submissions.

6.13 Evaluating tenders/quotations

6.13.1 All quotations and tenders will be evaluated on criteria contained in the specification. Evaluation criteria will generally include pre-qualification criteria

and assessment criteria which will usually be cost and quality based but may also include timescale, and other relevant factors.

6.13.2 An example of how pre-qualification and assessment criteria should be documented in the specification and applied is included at [Appendix B](#).

6.13.3 Template evaluation matrices and guidance are also included in [Appendix C](#).

6.14 Composition of evaluation panel

6.14.1 Evaluation Panels will be chaired by the authorised signatory or, in cases where contract award must be approved by the Chief Executive (STA) or Council, either the staff member co-ordinating the procurement exercise, or (by agreement) by a member of the Procurement Department's staff. Tenders will require the panel to consist of at least 3 staff members. Quotations may be evaluated with panels comprising of only two staff. Each panel will include members who were involved in the specification preparation, have sound relevant technical knowledge and be competent in understanding and interpreting quotations/tenders and have a sound knowledge of the Council's Procurement policy.

6.14.2 Individual panel members may provide the necessary knowledge and experience in more than one area of competency. The panel may also, where necessary, arrange to co-opt members with special adviser status, i.e. specialised technical knowledge, from either within Council staff or other sectors, e.g. the private sector in areas such as ICT, legal advice, architectural services, funding bodies etc. If co-option is required, the identification of the relevant individual(s) and appointment of same should follow the principles of the procurement policy in so far as practicable. Co-opted members will not have voting rights but will merely contribute expert advice, opinion and support.

6.14.3 The composition of a procurement panel must be agreed before the procurement exercise (including the preparation of a specification is commenced) is commenced.

6.15 Tender award

6.15.1 When an evaluation exercise has been completed, a decision will be reached as soon as practicable thereafter and the panel will decide on/recommend (depending on procedures associated with procurement thresholds – see 6.7) who the contract should be awarded to. The panel will record the decision and the detailed assessment and evaluation scores for each tender/quotation in the prescribed manner ([see XXXXX](#)) and place the record on the relevant tender/quotation file.

6.15.2 A panel's decision/recommendation should be unanimous. Consequently, all potential differences in opinion must be fully discussed prior to the decision/recommendation being made and a collective decision reached where possible. In circumstances where, even after discussion, there is a difference in opinion, the matter must be fully reported to the relevant Director

who will make the final decision after having regard to the opinion of the Procurement Department, where necessary. The decision/recommendation note will record the Director's decision.

6.15.3 Each panel member will sign the record to confirm that they are in agreement with the selection made (or, if applicable, that the selection was made in compliance with Council policy after referral to Director).

6.16 Extension of closing date and time

6.16.1 The Chair of the evaluation panel may decide to extend the closing date and time of a tender/quotation in appropriate circumstances, e.g. a postal strike or other unavoidable circumstances. If there is a change to closing date and time, the panel will notify all known individuals or organisations that sought a copy of the quotation. If the procurement exercise was a tender exercise the change would, save for exceptional circumstances, have to be re-advertised. Proposals to not re-advertise must be discussed with the Chief Executive who will exercise his discretion according to the limits specified in relation to STA. In circumstances where the Chief Executive does not have the automatic authority to authorise a STA, such proposals must be referred to the Council. Any decision in relation to extensions of closing dates and times must be fully documented on the relevant tender/quotation file.

6.17 Arithmetic errors

6.17.1 Arithmetic errors in quotations/tender identified by officers should be referred to the contractor/supplier concerned who should explain in writing via email or post the nature of the error to the satisfaction of the authorising officer (or Procurement Department where necessary).

6.17.2 Providing the explanation offered by the contractor/supplier is acceptable to Council, the contractor/supplier will be afforded the opportunity to correct or stand over the figures originally quoted. Amendments other than arithmetic error corrections and necessary clarifications (required by the evaluation panel to assess and evaluate a tender/quotation) will not be accepted after the closing date and time.

6.18 Contracts

6.18.1 When goods or services have been procured the resulting contract will be administered as detailed in the Contracts Policy (under development).

6.19 Freedom of Information (FOI)

6.19.1 Council undertakes to use its best endeavours to protect the confidentiality of any confidential and/or commercially sensitive information provided in any tender/quotation submitted, subject to the Council's obligations under law, including the under Freedom of Information Act 2000.

6.19.2 If a contractor/supplier considers that any of the information submitted in its tender/quotation should not be disclosed because of its commercial sensitivity or confidentiality, then this should be clearly stated in the proposal together

with their reasons for considering the information to be confidential or likely to prejudice commercial interests if disclosed to the public. Such declaration, however, may be insufficient to prevent the Council being required to release the information at a future date.

6.20 BS Standards and other quality criteria

6.20.1 Officers must take care to ensure that specifications specifically refer to all appropriate. Where appropriate officers should consider identifying relevant standards as pre-qualification criteria.

6.21 Equal opportunities

6.21.1 Council is an Equal Opportunities employer and applies an Equal Opportunities policy in all procurement exercises. The Council welcomes applications from all sections of the community and considers it essential that all organisations wishing to provide services to/on behalf of the Council are able to demonstrate that all reasonably practicable steps are taken within those organisations to allow equal treatment in employment and service delivery for all. When preparing specifications, regard must be had to all relevant statutory duties imposed on district councils.

6.22 Training

6.22.1 Council requires all current and new staff who will be involved in Procurement to attend awareness and other training sessions on an ongoing basis to maintain all relevant competencies and familiarity with Council policy.

6.22.2 Responsibility for staff training will rest with the relevant Director who will be supported by the HR and Procurement Departments as required.

6.23 Monitoring

Adherence to this policy will in the first instance be monitored by the relevant Directors who should be aware that monitoring will also be conducted by both Council's Internal Auditors and Local Government Auditors.

6.24 Document retention

6.24.1 All relevant documentation should be stored for audit purposes in accordance with the Council's Retention and Disposal Schedule.

6.25 Data Protection

6.25.1 All staff/suppliers/contractors must acknowledge Council's requirement that they shall comply with the provisions of the Data Protection Act 1998 in relation to the relevant procurement exercise.

6.26 Pecuniary interests

6.25.1 If it comes to the knowledge of any officer employed by the Council that they have a pecuniary interest, whether direct or indirect, in a current contract or a contract due to be entered into by the Council they shall as soon as

practicable give written notice of the interest to the Procurement Department and the relevant line manager. In such circumstances the officer shall complete the requisite form which shall be kept on an appropriate register for scrutiny by Audit. The decision as to whether that person should be included or excluded from dealing with any issue in relation to the Contract will be taken in conjunction with the relevant line manager on disclosure of the relevant fact(s).

6.26 Capital contracts

6.26.1 Although capital contracts are generally more expensive and often more complex than revenue contracts, the basic principles of Council's procurement policy apply equally to both capital and revenue contracts.

6.26.2 Responsible officer(s) must take care to ensure that they have the requisite knowledge and expertise to undertake a capital contract procurement. Advice, if required, should in the first instance be sought from the relevant Director and the Procurement Department. Additional professional advice and/or services may be sought, where necessary, subject to the appropriate authorisation procedures and compliance with Council's procurement policy.

6.26.3 As certain professional fees may be based on the associated contract value, it is important that responsible officer(s) are alert to the implications of the aggregate fee level on the method of procurement. In particular, it may be necessary to invoke EU procurement procedures.

6.26.4 Responsible officer(s) should engage with the Procurement Department at the earliest possible stage in any capital procurement, i.e. preferably at initial concept stage before any formal discussions have taken place.

6.26.5 Capital procurements are complex and time consuming. They often require compliance with EU procurement procedures which are particularly detailed. Errors at any stage of the procurement process can result in significant claims against Council, not just from unsuccessful contractors but also potentially the successful contractor.

6.26.6 As a result of the potential financial and reputational risks associated with a capital project going wrong, no capital project should be advertised, awarded or varied without first securing the support of the Procurement Department.

6.27 Procurement thresholds

6.27.1 The current procurement thresholds were adopted by Council at its meeting on Thursday, 25 September 2014.

6.27.2 The current thresholds are as follows:

Procurement limit	Process required	Approval required
Up to £999.99	No quotations required but must demonstrate that costs are	Authorised signatory

	reasonable	
£1,000.00 - £4,999.99	2 written price checks required and must demonstrate that costs are reasonable	Authorised signatory
£5,000.00 - £29,999.99	A minimum of 4 written quotations sought	Director
£30,000.00 – EU threshold	Public advertisement in the regional press	Council
Single Tender Action *	Request submitted through Director to Chief Executive	Up to £30,000 – Chief Executive approval Over £30,000 – Council approval

* Single Tender Actions in excess of £1,000 must be reported to Council, Committee or sub-committee as agreed

6.27.2 Single tender actions (STA) should be supported by a written record setting out the reasons why the procedure was adopted.

6.27.3 STA should only be used in exceptional circumstances, examples of which are detailed below:

- When the open or restricted procedure has been discontinued
- Where no tenders, suitable tenders or applications are received in response to an invitation to tender using the open or restricted procedure but only if the open or restricted procedure but only if the original terms of the proposed contract have not been substantially altered
- When, for artistic or technical reasons, or for reasons connected with the protection of exclusive rights, the contract may be awarded only to a particular economic operator
- When (but only if it is strictly necessary) for reasons of extreme urgency brought about by events unforeseen by, and not attributable to, Council, the time limits specified in the open, restricted and negotiated procedures cannot be met. Unforeseen events mean events that fall outside the field of normal economic and social activity, e.g. floods or earthquakes which necessitate urgent services to assist victims
- Where, in the opinion of the Chief Executive, Council interests are best served by a STA.

6.28 Annual tenders

- 6.28.1 Council will advertise the procurement of specified goods and services in the regional press on annual basis (normally November/December).
 - 6.28.2 Goods and services subject to annual tender will be agreed by Council each year in advance of the normal advertisement date. The current list of goods and services is included at XXXXX.
 - 6.28.3 Contracts for goods and services procured via an annual tender may be extended for an additional 12 months from the date of cessation of the original tender providing the extension is approved by Council.
 - 6.28.4 All aspects of procurement via annual tender, e.g. tender specification, advertisement, receipt of tenders, evaluation, award and monitoring should be conducted in accordance with Council's procurement policy, i.e. the basic principles are the same as all other procurement exercises.
 - 6.28.5 Orders based on an annual tender must follow normal ordering procedures and information recorded on the relevant order documentation must be sufficiently specific to enable easy reconciliation to the original tender schedule(s).
 - 6.28.6 Council reserves the right to refuse to accept any or all proposed contract variations during the contract term. If a supplier notifies price/quality/other variations to Council subsequent to the original award of a tender, the proposed variation must be notified to the relevant Director who shall exercise their professional judgment in relation to the matter to either accept the variation or seek an alternative quotation/tender. The Director must record both their decision and the reason therefor in the prescribed manner (see XXXXX) and forward a copy by email to the Procurement Department.
 - 6.28.7 The scheduling and preparation of the relevant advertisement for an annual tender is the responsibility of the relevant Department. The Procurement Department will assist with the preparation and placement of the advertisement if required, especially if multiple tenders are to be advertised in a single advertisement.
- ## 6.29 Tender/quotation assessment, contract award and order placement
- 6.29.1 If a procurement exercise has been conducted in accordance with Council policy, contract award should normally be a straight forward process.
 - 6.29.2 Tender/quotation evaluation must be in accordance with the pre-qualification criteria and evaluation criteria detailed in the specification. Scoring of each tender/quotation must be done consistently in strict accordance with the scoring matrix detailed in the specification. Queries in relation to the application of pre-qualification criteria and/or scoring matrices should be addressed to the Procurement Department in the first instance.

- 6.29.3 Tenders/quotations must be received in the prescribed format by the prescribed closing date and time. Late and/or non-compliant submissions will be excluded from the evaluation process, recorded as such and the relevant proposers formally notified accordingly in early course.
- 6.29.4 Tenders shall be opened by the Council's Chair or Vice Chair in the presence of at least one responsible officer or a member of the Procurement Department.
- 6.29.5 The Chair or Vice Chair and the accompanying officer shall confirm in the prescribed format (see XXXXX) that they are unaware of any reason why they should not open the tenders before so doing and signing and dating the relevant documents in ink in such places as are necessary to confirm at a later time that the original documents have not been amended.
- 6.29.6 The accompanying officer(s) shall record a summary of all compliant tenders received by the closing date and forward a copy, where appropriate by email to the Procurement Department.
- 6.29.7 Compliant quotations received by the closing time and date shall be opened by two responsible officers, one of which shall be the officer who commissioned the procurement exercise or their nominee.
- 6.29.8 The two officers shall confirm in the prescribed format (see XXXXX) that they are unaware of any reason why they should not open the tenders before so doing and signing and dating the relevant documents in ink in such places as are necessary to confirm at a later time that the original documents have not been amended.
- 6.29.8 The responsible officer shall record a summary of all compliant quotations received by the closing date and forward a copy, where appropriate by email to the Procurement Department.
- 6.29.9 Tenders should be assessed by a properly constituted panel of at least three Council officers, at least one of which must possess sufficient technical knowledge to interpret any technical requirements and provide necessary support to the other panel members. Quotations may be assessed by a panel of two members, one of which must possess sufficient technical knowledge as referred to above. All panel members shall evidence in the prescribed manner (see XXXXX) their agreement to comply with Council policy including in particular to maintain the confidentiality of the process.
- 6.29.10 It is possible that complications could arise either at the point of contract or at a subsequent time. Consequently the authorised signatory must take care to ensure that award of contract will deliver the anticipated outcomes in the manner and time frame expected. In particular the relevant officer(s) must ensure that terms and conditions associated with the proposed contract either conform exactly to Council's standard terms and conditions

or, to the extent that they are different from Council's terms, are clear, understandable, reasonable and acceptable to Council.

6.29.11 The responsible officer(s) must read and familiarise themselves with all terms and conditions associated with any proposed contract. Any and all proposed variations from Council's standard terms and conditions must not be accepted until the differences are discussed with the relevant Director and the Procurement Department.

6.29.12 In circumstances where it is proposed that variations to Council's standard terms and conditions should be accepted by Council, the relevant Director must record the rationale for accepting the variation(s) in the prescribed manner (see XXXXX) and provide a copy to the Procurement Department by email.

6.29.13 Tender/quotation evaluation shall be recorded in the prescribed manner (see XXXXX) and copied by email to the Procurement Department.

6.29.14 Orders for goods and services must be placed in accordance with normal Council procedures. Further details may be obtained from the Finance Department

6.30 Exceptions

6.30.1 Exceptions to or deviations from Council policy should be rare, fully documented, approved by the relevant authority in the prescribed manner (see XXXXX) and copied promptly by email to the Procurement Department.

6.30.2 Section 4 deals with goods and services not subject to 'normal' procurement procedures.

6.30.3 Paragraph 4.1 details examples of situations where the 'normal' procedures may be disregarded. The Council's current Procurement Exclusion List referred to therein is attached at XXXXXX.

6.31 Specifications and economic appraisals

6.31.1 The success of any procurement exercise will depend in a large part on the:

- Adequacy of the specification;
- Effectiveness of the associated economic appraisal.

6.31.2 Responsible officer(s) must ensure that all procurement exercises are supported by and initiated on the basis of a comprehensive and sufficient specification.

6.31.3 Specification writing, although not covered by this policy, is a key element of procurement. All responsible officer(s) should take such steps as are necessary to develop the skills necessary, via training or seeking advice

and support from the Procurement Department or others, to prepare adequate and non-discriminatory specifications.

- 6.31.3 Every specification must detail, as a minimum, the information included within the template attached at **XXXXXX**.
- 6.31.4 Every procurement exercise should be subject to a proportionate economic appraisal. Economic appraisals will be more complex and comprehensive as the anticipated cost of the desired goods and services increase and as the risk of reputational and/or financial loss to Council as a consequence of making an inappropriate investment and/or procurement decision rises.
- 6.31.5 Economic appraisals, although not covered by this policy, are a key element of Council investment and procurement. All responsible officer(s) should take such steps as are necessary to develop the knowledge and skills necessary, via training or seeking advice and support from the Procurement Department or others, to undertake and interpret adequate and non-discriminatory proportionate economic appraisals. Additional professional advice and/or services may be sought, where necessary, subject to the appropriate authorisation procedures and compliance with Council's procurement policy.

H

Subject:	ICT procurements Update
Reporting Officer:	Barry O Hagan

1	Purpose of Report
1.1	To update and inform members on the telephony contracts for Mid Ulster Council, the convergence into a single bill and the savings from the application of a universal rate as a temporary measure.

2	Background
2.1	As part of the unified communications deployment across the Council the ICT manager has examined the current contracts providing telephony across the existing three councils. BT is the principle current provider for telephony lines and call services for all three councils.

3	Key Issues
3.1	As part of the analysis of current analysis of bills it was found that Cookstown were on the most competitive deal after a tender exercise less than 2 years ago . Magherafelt and Dungannon being on the same rates were on a more expensive.

4	Resources
4.1	<u>Financial</u> Extrapolation of existing line rentals within the other 2 councils with the lower Cookstown rates would mean £15,000 worth of saving in line rental charges. Call rates based on the existing Cookstown tariffs would also capture in the region of £15k of saving on one year. A total of approx. £30k in reduced spending is anticipated
4.2	<u>Basis for Professional/ Consultancy Support</u>
4.3	<u>Other</u>

5	Other Considerations
5.1	The Council will engage with BT to implement the most competitive contract rate from Cookstown for a period of one year for all lines and calls. Subsequently the contract will be subject to a tender competition as the unified and telephony requirements across the new infrastructure and structures will be more readily determined and established. The existing bills will be converged into a single bill that will reflect the new rates and cost centres of the new council.

6	Recommendations
	None

7	List of Documents Attached
7.1	Appendix 1 – Call Line Rental Savings

Service	QTY	Existing Unit Cost	Existing Total Cost Per Month	New Unit Cost	New Total Cost Per Month
PSTN	102	10.50 + 19.99	£1,782.75	£10.50	£1,071
ISDN2 Channels	42	12 + 22.74	£761.76	£12.00	£504
ISDN30	35	12 + 22.31	£677.75	£12.00	£420
Totals			£3,222.26		£1,995
Savings					£1,227.26
				£14727.12 Savings Per Annum	

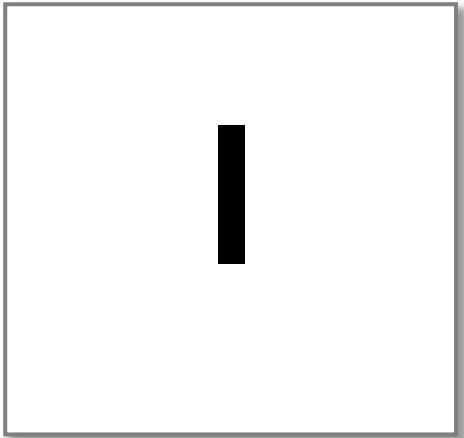
COOKSTOWN DISTRICT COUNCIL Evaluation

Level 1

Dist Band	Total Calls	Original Cost (£)	DeReg 5 Rate (£)	
Local	10,658	987.423	109.510	
National	3,759	403.324	68.066	
Mobile	5,221	639.195	414.170	
International	73	61.625	46.169	
0845 Numbers	243	22.100	19.868	
0870 Numbers	103	2.015	0.596	
Other	1,067	237.163	262.943	
Total Outbound	21,124	2,352.845	921.322	
% Saving		0.0%	60.8%	

The data below has been calculated by analysing 31 days of call data and extrapolating over 12 months to predict

Dist Band		Original Cost (£)	DeReg 5 Rate (£)	
Local		11,626.110	1,289.392	
National		4,748.815	801.422	
Mobile		7,526.006	4,876.518	
International		725.585	543.603	
0845 Numbers		260.210	233.930	
0870 Numbers		23.725	7.017	
Other		2,792.403	3,095.942	
Total Call Package Fees		0.000	0.000	
Total Outbound		27,702.854	10,847.824	
% Saving		0.0%	60.8%	
				£16855 Savings Per Annum



Subject	Capacity Building
Reporting Officer	Lead HR Officer

1	Purpose of Report
1.1	To inform and update members on the arrangements put in place to build capacity for both elected members and staff, via the development of a planned programme of capacity building for staff across the 3 councils.

2	Background
2.1	<p>The Mid Ulster District Council Capacity Building Plan has been developed to ensure elected members, senior staff and all other staff are ready to meet the challenges of change and of a new organisation.</p> <p>The Capacity Building Plan is being delivered in two blocks: September to December 2014, which is now completed, and January to March 2015, which is currently on-going.</p>

3	Key Issues
3.1	<p>The Capacity Building plan has been structured and developed through a series of programmes focusing on the following themes:</p> <ul style="list-style-type: none"> • Induction • Building Knowledge • Supporting Transition and Change <p>The programmes and support measures focus on systems development and new business thinking rather than direct service delivery.</p> <p>The training is being alternated where possible between Councils within the Mid-Ulster Cluster.</p>

4	Resources
4.1	<p><u>Financial</u> Funded from within DOE Capacity Building Budget, Local Government Staff Commission and Local Government Training Group.</p>
4.2	<p><u>Human</u> Administration process delivered by current HR services within the 3 Councils.</p>

4.3	<u>Basis for Professional/ Consultancy Support</u> External trainers sourced from LGTG select list
4.4	<u>Other</u> N/A

5	Other Considerations
5.1	N/A

6	Recommendations
6.1	N/A

7	List of Documents Attached
7.1	Appendix 1 - Capacity Building Plan January – March 2015 Staff and Elected Members

Mid Ulster District Council

Capacity Building Plan

2014 – 2015

(Staff & Elected Members)

Background

On 1 April 2015 Mid Ulster Council will take full responsibility for the delivery of services currently provided by Cookstown, Dungannon & South Tyrone and Magherafelt Councils, a range of functions transferring from central government and new powers coming to Mid Ulster District Council stemming from the Local Government Act (NI) 2014.

Central to making all preparations will be Mid Ulster District Council's 40 Members, the Mid Ulster Chief Executive, staff appointed to assist the Chief Executive throughout the transitional period and all other staff as required from each of the existing Councils.

All members and staff as required will need varying degrees of learning support to become fully involved in the transition process coupled with measures and programmes designed to continually build the capacity of everyone moving into the new organisation beyond 1st April 2015. Direct support will also be required to assist members and Mid Ulster District Council's Transition Team to undertake programmes of work throughout 2014-15.

Capacity Building Plan: Structure

This Capacity Building Plan is structured and will be delivered through a series of programmes focusing on:

- **Induction**
- **Building Knowledge**
- **Supporting Transition & Change**

Programmes and support measures will focus on systems development and new business thinking rather than direct service delivery.

Mode of Delivery

The Capacity Building Plan will be delivered in quarterly blocks; (September to December 2014 & January to March 2015).

Training is being alternated where possible between Councils within the Mid Ulster Cluster.

This is the second strand of the Capacity Building Plan.

TRAINING PROGRAMME

Programmes aimed at providing staff with knowledge and expertise to bring new thinking and ideas to the transition process and Mid Ulster District Council.

Course Title	Duration	Course Date & Time	Course Location	Trainer
Emergency Planning * Open to Directors & Senior Staff	1 day	March (TBC)	Magherafelt Council Offices	TBC
Key learning objectives: Best practice in Crisis Management as presented in ISO 22301 and PAS 200 ; Plan activation and escalation arrangements; Roles and responsibilities in managing a crisis situation; Crisis communications ; Protecting our people; Financial and legal considerations; Facilitating continuity of service Record keeping and post incident investigation				
IOSH Working Safely * Open to Frontline Staff	1 day session	9 January - 9.30am to 4.30pm 23 January - 9.30am to 4.30pm 6 February - 9.30am to 4.30pm	Cookstown Council Offices “ “ Magherafelt Council Offices	Southern Regional College
Key learning objectives: Focuses on the importance of health and safety in the workplace, and how you can make a real difference to the wellbeing of yourself and others through changing your behaviour.				
Speaking & Presenting with Confidence * Open to Officers & Senior Officers	1 day session	13 January - 10am to 4.30pm 20 January - 10am to 4.30pm (Sen) 26 February - 10am to 4.30pm	Cookstown Council Offices Magherafelt Council Offices Dungannon Council Offices	Jackie D’Arcy
Key learning objectives: Know how to achieve effective presentation skills, know how to set professional presentation objectives, know how to determine & prepare key messages, understand needs & expectations of audiences, know how to create impression & professional image, know how to use correct body language & tone of voice				
Customer Service Training (Casual Staff) * Open to Frontline Casual Staff	Evening session	12 February – 5.30 – 8.30pm 19 March – 5.30 – 8.30pm	Dungannon Magherafelt	Marcomm
Key learning objectives: Understanding the importance of welcoming customers; Understanding customer behaviour; Delivering service excellence; Communicating successfully; Dealing with difficult situations.				

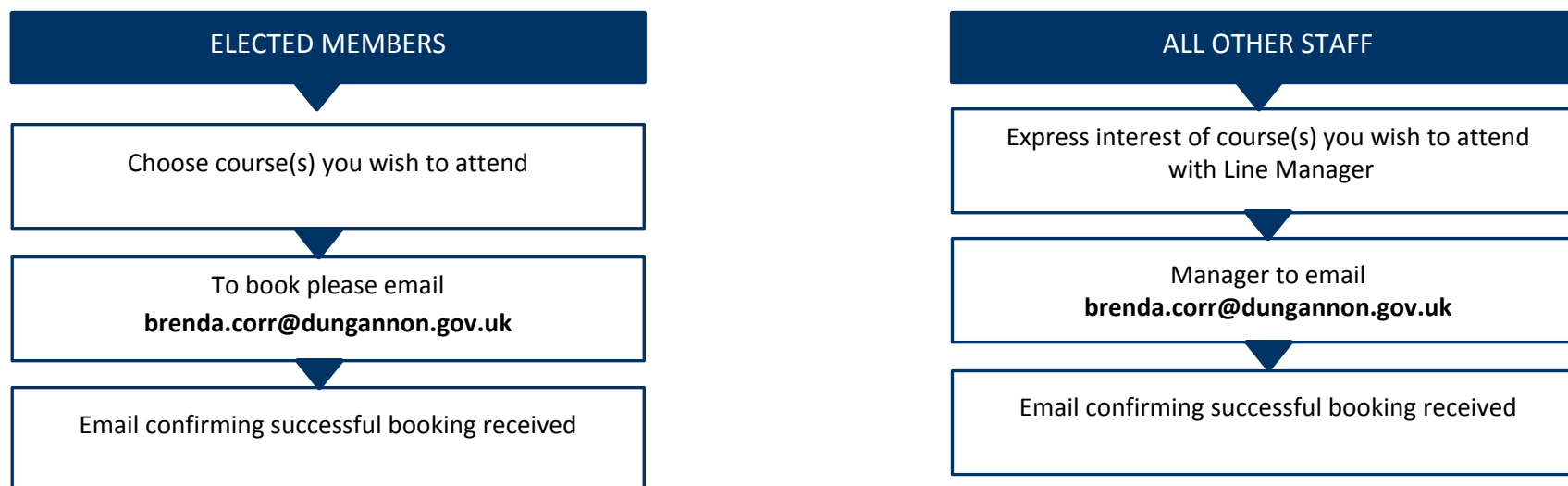
	iPad Training *Open to Officers and Members	Evening session	19 January - 5.30pm to 7.30pm (Members)	Cookstown Council Offices	CTS
			26 January - 11am to 1pm (Officers)	Cookstown Council Offices	
			16 February - 11am to 1pm (Officers)	Magherafelt Council Offices	
Key learning objectives: Getting the most out of your Ipad for meetings / Filing and Sending emails / Creating Folders and Organising in Adobe / Connecting to Wifi / Security					
	Procurement Guidance - Going out to quote/tender * Open to staff involved preparing and evaluating tenders	1 day	25 February 5 March	Cookstown Council Offices Dungannon Council Offices	CIPFA
Key learning objectives: Understanding the public procurement process; How to write the Request for Tender document; Implementing the public procurement process; Ethics involved in the procurement process.					
	Customer Service Training – Frontline Staff *Open to Frontline Staff	1 day session	15 January 9.30 to 4.00pm 30 January 9.30 to 4.00pm 3 February 9.30 to 4.00pm 10 February 9.30 to 4.00pm 12 February 5.00 -9.00pm (Casual Staff) 26 March 9.30 to 4.00pm 27 March 9.30 to 4.00pm 31 March 5.00 - 9.00pm (Casual Staff)	Cookstown Council Offices Cookstown Council Offices Magherafelt Council Offices Dungannon Council Offices Cookstown Council Offices Cookstown Council Offices Magherafelt Council Offices Dungannon Council Offices	Marcomm
Key learning objectives: Understanding the importance of welcoming customers; Understanding customer behaviour; Delivering service excellence; Communicating successfully; Dealing with difficult situations.					

IOSH Directing Safely <i>*Open to Senior Management Team</i>	1 day	5 February	Magherafelt Council Offices	Bemac Training Ltd
Key learning objectives: Determining and implementing effective health and safety management within an organisation; The importance of health and safety in the day-to-day running of a company dictates that senior members of management need to be very aware of their responsibilities.				
Chairing & Facilitation Skills <i>*Open to officers and members</i>	1 day session 1/2 day session	27 January - 9.30 to 4pm <i>(Officers)</i> 11 February - 2.00 to 5.00pm <i>(Senior Officers)</i> 11 February - 5.30 to 8.30pm <i>(Members)</i>	Dungannon Council Offices Cookstown Council Offices Cookstown Council Offices	Harry McConnell
Key learning objectives: Designed for anyone wishing to acquire skills in chairing & facilitating meetings. How to engage all participants, handle sensitive issues etc.				
IOSH Managing Safely <i>*Open to Managers</i>	4 day course	13 February 27 February 6 March 13 March	Cookstown Council Offices	Southern Regional College
Key learning objectives: Introducing managing safely; Assessing risks; Controlling risks; Understanding your responsibilities; Identifying hazards; Investigating accidents and incidents; Measuring performance; Protecting our environment.				
Minute Taking & Report Writing <i>*Open to staff who attend meetings</i>	1 day course	18 February	Cookstown Council Offices	Margaret Pentland
Key learning objectives: Identifying & overcoming the problems of agenda & minute writers; Positive reasons for writing agendas & minutes; Establishing a systematic approach to writing agendas & ensuring effective liaison with chairs of meetings; Establishing the rules of good writing guidelines for the presentation of minutes; Putting the learning points of the course into practice; Establish standards of effective writing; Choose appropriate tone & style importance of layout & presentation; Express information in a positive manner				

Handling Media with Confidence <i>*Open to Senior Management Team and Elected Members</i>	1 day course	13 March 27 March	Cookstown Magherafelt	Marcomm
Key learning objectives: Dealing with Broadcast Media ; Techniques for Radio & TV interview ; Prepare and deliver messages ; How to Prepare for Interview				

Course Booking Process

To book a place on a course, please 'e' mail Brenda in Human Resources Division on **Brenda.corr@dungannon.gov.uk** specifying name of course and detailing which session/location you will be attending i.e. afternoon or evening etc. Alternatively Brenda can be contacted on **028 87 728125**



NB: All course booking should be received no later than 16th January

Please note refreshments will be served at all training events, e.g. lunch will be served at 1pm for training sessions commencing at 1.30pm and evening tea will be provided at 5pm for training sessions commencing at 5.30pm.

J

Subject	PCSP's - Criminal Justice Inspection (NI)
Reporting Officer	Change Manager

1	Purpose of Report
1.1	To update members on the outcome of the inspection undertaken by the Criminal Justice Inspection (NI) into the review of the operation of Policing and Community Safety Partnerships (PCSPs).

2	Background
2.1	PCSP's were established following the amalgamation of functions previously set under statute for District Policing Partnerships and Community Safety Partnerships.
2.2	Now in operation a number of years Criminal Justice Inspection (NI) has undertaken an inspection with a focus on Governance Arrangements, Monitoring Police Performance, Delivering Community Safety and Improving Effectiveness.

3	Key Issues
3.1	<p>Following the inspectorate's review of governance, delivery and outcomes of Policing and Community Safety Partnerships two strategic recommendations have been made;</p> <ol style="list-style-type: none"> 1. From 2015 the Locals Councils should provide the compliance and assurance framework for PCSPs. The Community Plan should be a focal point for delivery of the long term aims of the PCSP. The action plans of the PCSPs should feed into the Community and alignment with the aims of the statutory partners and other central government strategies should be explicit. The Joint Committee should retain oversight through the Policing Committee reports and regular review of the effectiveness of the PCSPs; and 2. Following implementation of LGR (local government reform), the cost of administration should not exceed 20% of the budget allocated to PCSPs.

4	Resources
4.1	<u>Financial</u> – N/A
4.2	<u>Human</u> – N/A
4.3	<u>Basis for Professional/ Consultancy Support</u> – N/A
4.4	<u>Other</u> –N/A

5	Other Considerations
5.1	Council and relevant officers should consider the contents of the report at appendix 1 and the strategic recommendations at 3.0 above in the development and delivery of the Mid Ulster Council PCSP function.

6	Recommendations
6.1	Members note the content of the paper and Report from Criminal Justice (NI).

7	List of Documents Attached
7.1	Appendix 1: PCSPs – A review of governance, delivery and outcomes.



POLICING AND COMMUNITY SAFETY PARTNERSHIPS

A review of governance, delivery and outcomes

December 2014

Criminal Justice Inspection
Northern Ireland
a better justice system for all





POLICING AND COMMUNITY SAFETY PARTNERSHIPS

A review of governance, delivery and outcomes

Laid before the Northern Ireland Assembly under Section 49(2) of the Justice (Northern Ireland) Act 2002 (as amended by paragraph 7(2) of Schedule 13 to The Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010) by the Department of Justice.

December 2014





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List of abbreviations

ASB	Anti-social behaviour
CJI	Criminal Justice Inspection Northern Ireland
DoJ	Department of Justice
DPCSP	District Policing and Community Safety Partnership
DPP	District Policing Partnership
NICCY	Northern Ireland Commissioner for Children and Young People
NILGA	Northern Ireland Local Government Association
NIPB	Northern Ireland Policing Board
NIPS	Northern Ireland Prison Service
OFMDFM	Office of the First Minister and Deputy First Minister
PCSP	Policing and Community Safety Partnership
PDO	Partnership Development Officer
PPCSP	Principal Policing and Community Safety Partnership
PSNI	Police Service of Northern Ireland
LGR	Local Government Reform
TBUC	Together: Building United Communities



Chief Inspector's Foreword

Amalgamating the functions of the previous District Policing Partnerships and Community Safety Partnerships into a new structure was always going to present a challenge for the Department of Justice, the Northern Ireland Policing Board and the District Councils.

Without a strong statutory framework to maximise the potential for partnership working amongst the statutory/voluntary and community sector providers, it was inevitable that there would be inconsistency of practice across the 26 District Council areas.

This inspection has found that the governance arrangements are overly bureaucratic and costly, and there is certainly scope for a more streamlined approach. Some Policing and Community Safety Partnerships (PCSPs) are successful in effectively monitoring the performance of the police and tend to be less adversarial and more strategic in their approach. Others monitor police performance by interrogating statistical data and seeking responses from the police in respect of more local/parochial issues.

Some PCSPs have delivered successful projects and events at a local level and the costs associated with their administration are proportionate with the overall budget. Others have struggled to evidence their worth and the added value they have brought to local communities. Many PCSPs are viewed as just another committee of the Council and have failed to get the active involvement of many statutory providers, and voluntary and community sector representatives are frustrated with the slow progress to date.

With a combined budget of £5.5million per year, PCSPs must prove their worth if they are to be retained. I acknowledge the significant potential created by a

smaller number of bigger Councils and the advent of community planning as a more effective mechanism to plan coordinate and deliver local services, and the important role that could be played by PCSPs in achieving these ambitions.

Delivering local police accountability and securing confidence in policing are shared political objectives and there are many feel-good factors associated with community safety initiatives and projects. I believe on balance that PCSPs should continue to evolve and we have made two strategic and nine operational recommendations, and identified a number of other areas for improvement to support their development.

This inspection was conducted by Dr Stephen Dolan and William Priestley. I would like to express my sincere appreciation to all those who have contributed to this work.

Brendan McGuigan
Chief Inspector of Criminal Justice
in Northern Ireland

December 2014



Executive Summary

Although PCSPs have delivered successful projects and events at a local level, the absence of reliable performance indicators limited the assessment of their overall impact. Working relationships with community partners were more successful than those with statutory agencies and police accountability meetings were most successful when operating in an open and transparent manner. At the end of the current four-year cycle, the efficiency and viability of PCSPs should be reviewed against baseline performance measures.

PCSP governance

The PCSPs are made up of elected councillors, independent members and designated members from statutory agencies. The PCSPs are overseen by a Joint Committee of the Northern Ireland Policing Board (NIPB) and the Community Safety Unit of the Department of Justice (DoJ). The Joint Committee provides the general direction for the PCSPs and sets strategic objectives for the Partnerships.

In practice, the governance structure of the PCSPs is tripartite as they are supported and partly funded by the local councils, with council employees playing a

major role in managing them. The governance arrangements focus heavily on compliance but the successful delivery of the Partnerships and the performance management of the Partnership members and staff could be strengthened. There is scope for the councils to manage the compliance aspects of PCSPs with the Joint Committee taking a more strategic role in setting standards for structure, resources and delivery. The costs of administration should be reduced and a rough benchmark against other public sector service agencies indicates around 20% of cost as an acceptable level – in the voluntary and community sector the level of administration is more commonly around 10 - 12%.



Monitoring police performance

Monitoring police performance was a key aim of the PCSPs Policing Committees although there was a high degree of variation in the nature and effectiveness of the Policing Committees. In certain areas the meetings focused on a formal presentation of police recorded crimes statistics and exchanges around low level operational matters. The more successful meetings contributed to the development of policing plans and led to improvements in local policing. Generally these meetings were less adversarial, the police reports were less corporate and the performance monitoring was not solely focused on individual transactions. Proposals that PCSPs should receive support through access to crime analysis and guidance on monitoring and challenging police performance appear reasonable.

Improving effectiveness

There were obstacles to successful engagement of statutory agencies in delivering the aims of the Partnership. The fusing of the local needs with the higher level aims of the statutory agencies needed a clear conduit to a decision-making level within the statutory body. With a community plan to focus outcomes and indicators to measure achievement across a reduced landscape of 11 PCSPs, the chance to strip back bureaucracy, reduce overheads and costs must be taken. The cost of administration and delivery must be rebalanced in favour of the front-line. The importance of community safety to underpin the achievements envisaged through community planning highlights the importance of PCSPs in assisting the newly formed local authorities to achieve their long term aims.

Delivering community safety

The evaluation of individual projects and the work of PCSPs as a whole suffered from a lack of measureable indicators to signpost improvement. There is a need to develop a baseline measure against which projects can be assessed and the achievements of individual projects need to be evaluated as a programme to achieve sustainable improvements. Alongside the work of PCSPs there was a range of central government strategies and voluntary and communities organisations operating in the same space. Directly attributing significant success to the PCSPs was difficult and begs the questions 'are communities safer due to PCSPs?' and 'would the same result occur in their absence?'



Recommendations

Strategic recommendations

1

From 2015 the Local Councils should provide the compliance and assurance framework for PCSPs. The Community Plan should be the focal point for delivery of the long-term aims of the PCSP. The action plans of the PCSPs should feed into the Community Plan and alignment with the aims of the statutory partners and other central government strategies should be explicit. The Joint Committee should retain oversight through the Policing Committee reports and regular review of the effectiveness of the PCSPs (paragraph 1.52).

2

Following implementation of the LGR, the cost of administration should not exceed 20% of the budget allocated to PCSPs (paragraph 2.27).



Inspection Report



Strategy and governance

The role and functions of PCSPs

- 1.1 The Northern Ireland Executive Programme for Government 2011-15¹ Priority 3 focuses on 'Committing to protecting our people, the environment and creating safer communities'. PCSPs and District Policing and Community Safety Partnerships (DPCSPs) were established by the Justice Act (Northern Ireland) 2011 - the 'Justice Act'. Their primary role is to work with local people to address local concerns in relation to community safety and policing issues and develop effective responses to help tackle crime, fear of crime and anti-social behaviour.² Each PCSP and DPCSP comprises political members drawn from the local District Council; independent members, who are appointed by the NIPB; and representatives of a number of statutory bodies who are designated as members of the partnership.
- 1.2 As each District Council has to appoint a PCSP there are currently 26 PCSPs in Northern Ireland. The Justice Act also provides that the District Council for Belfast shall establish a body to be known as a DPCSP. There are four DPCSPs established in the city, to try and reflect the different characteristics of the communities in North, South, East and West Belfast.

Governance: structure and process

Joint Partnership Committee

- 1.3 The work of the PCSPs is overseen by a Joint Committee established by the DoJ and the NIPB. The primary role of this body is to regulate the work of the PCSPs, hold them to account for delivery, agree the annual funding and develop the strategy that guides them. To do this the Joint Committee issued a Code of Practice to the PCSPs on the exercise of their functions. The Code set down guidelines for the Partnerships including engaging with the public, reporting to the Joint Committee, preparing a Partnership Plan and reporting progress on the Plan. The Committee assesses the level of public satisfaction with the performance of PCSPs and assesses the effectiveness of PCSPs in performing their functions. The PCSPs in turn report quarterly against the objectives set out in their Partnership Plans.

The Joint Committee also issued specific guidance on the processes by which the PCSPs could work in their communities, assess delivery and provide feedback to develop the strategic objectives of the PCSPs.

- 1.4 Alongside these high level governance structures, there is a wider framework of governance and accountability applied to the PCSPs arising from the relationship between the PCSPs and the local

1 <http://www.northernireland.gov.uk/index/work-of-the-executive/pfg-budget-economic-strategy/pfg/strategic-online-report-2011-2015/pfg-p3-protecting-our-people.htm> Priority 3: 'Protecting Our People, the Environment and Creating Safer Communities' – nos 54-56

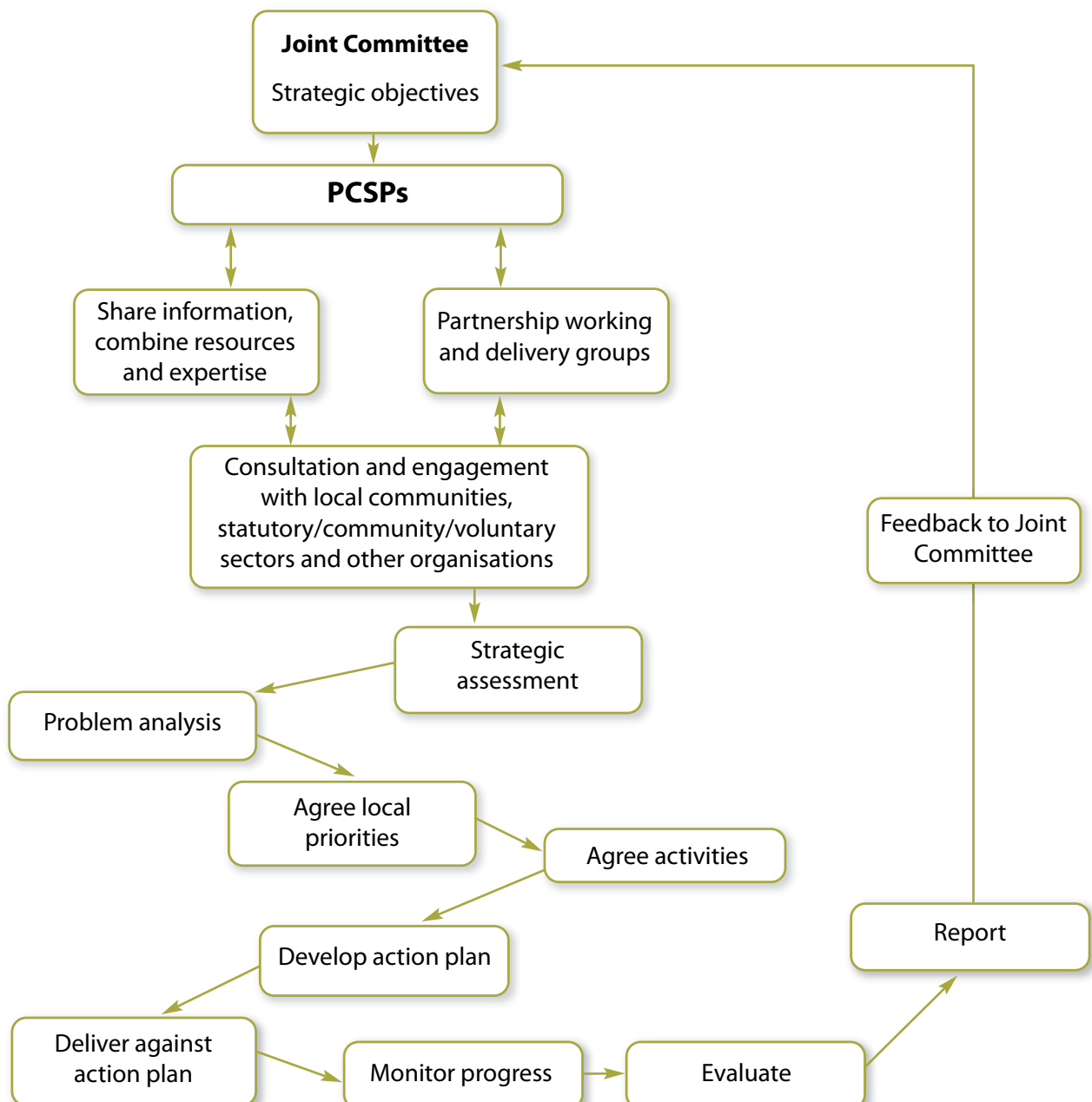
2 The functions of PCSPs are given in Appendix 2.

authorities. There is also a localised governance link through the Policing Committee to the Police Service of Northern Ireland (PSNI), and a direct relationship through the PCSP designated members to a range of statutory agencies.

Policing Committee

- 1.5 The PCSP Policing Committee is the formal mechanism for monitoring the performance of the police and therefore providing the broader assessment of the activities of the police that is needed to extend the trust of individuals to the wider confidence of the community. There are regular meetings of the Policing Committee to give the PCSPs an opportunity to assess the performance of the police and also to provide feedback to develop and update the Local Area Policing Plan.

Guidance issued by the Joint Committee



Designated members

- 1.6 Seven statutory bodies³ were asked to designate a member to sit on the PCSP and represent their parent organisations. The aim was to provide a direct linkage between the needs, concerns and issues raised at a local level and the relevant statutory body.

Belfast Principal and District Policing Partnerships

- 1.7 The arrangements in Belfast differed from the other PCSPs with the creation of four DPCSPs and an overarching Principal Policing and Community Safety Partnership (PPCSP). The role of the DPCSPs is similar to the role of the PCSPs in the other council areas.

Governance: strategies and objectives

- 1.8 Overlying the structural architecture of the PCSPs is a Code of Practice for the exercise of functions by the PCSPs that sets out a framework of aims and objectives. The Code reiterates the functions of the PCSPs and their constituent parts as outlined in Sections 21 and 22 of the Justice Act (Appendix 2). In summary, the overall purpose of the PCSPs is to help make communities safer, and to ensure that the voices of local people are heard on policing and community safety issues. The high level aims of the PCSPs are to:
- **consult and engage** with the local community, the statutory and voluntary sectors and other relevant organisations in order to identify local issues of concern in relation to policing and community safety, and to improve co-operation with the police;
 - **identify and prioritise** the local issues of concern and prepare plans for how these can be tackled;
 - **monitor** performance to ensure delivery against the PCSP Action Plan. The Policing Committee will monitor the performance of the police to ensure that local policing provision is delivering for local communities; and
 - **deliver** a positive difference to communities, contributing to a reduction in crime and enhancing community safety in the district, directly through their own interventions, through the work of their delivery groups or through support for the work of others.
- 1.9 These strategic aims are complemented by three strategic objectives.
- **Strategic objective 1** – to form and successfully deliver the functions of the PCSP for the area.
 - **Strategic objective 2** – to improve community safety by tackling crime and anti-social behaviour (ASB).
 - **Strategic objective 3** – to improve community confidence in policing.
- 1.10 The Joint Committee in its guidance to the PCSPs indicated that they should also take into account other strategic priorities that include the:
- Community Safety Strategy;
 - DoJ Desistance Strategy;
 - Strategic Framework for Reducing Offending;
 - A Shared Future strategy;
 - Neighbourhood Renewal;
 - Good Relations Strategy;
 - Delivering Social Change;
 - Our Children and Young People;

³ PSNI, Probation Board for Northern Ireland, Youth Justice Agency, Health and Social Care Trusts, Education and Library Boards, Fire and Rescue Service and the Housing Executive.

- Policing with the Community; and
- Together: Building United Communities

to name a few. There is also advice on working alongside the voluntary and community sector to maximise relevant delivery at a local level.

Assessment of governance arrangements

- 1.11 The governance landscape is extensive both in terms of structures and strategies and would challenge organisations of a much greater scale than the PCSPs. There were claims by PCSPs that the perceived separate lines of governance created interference patterns that duplicated effort and increased costs. The views of PCSP managers and members were that the Joint Committee contributed to the complex governance landscape by replicating monitoring and accountability requirements. They felt it was overly bureaucratic and required experienced PCSP managers to navigate and respond to the demands of the centre and to receive responses to their queries. The duplication of audit enquiries was cited as an example of additional overheads being imposed on the PCSPs. Similarly, the verification visits of the Partnership Development Officers (PDOs) were regarded as less valuable than the advice and support provided by the PDOs to the managers and members. (Appendix 3 presents the detailed views of PCSPs in respect of the governance arrangements).
- 1.12 The forthcoming reduction in the number of PCSPs offers the opportunity to review the administrative and support arrangements and reduce the exceedingly high administration costs (*cf Table p31*). At present the PDOs attend all the PCSP meetings within their area of responsibility offering support and guidance and carry out a programme of expenditure verification visits. A risk assessment of the PCSPs should inform the extent and frequency of the verification visits. Moving forward, the role of PDO should be recast to focus more on performance evaluation and reporting to the Joint Committee than duplicating the work of auditors. The PDOs could use analysis of best practice in the field to assist the development of suitable performance metrics and outcome measures across the PCSPs leading in the longer term, to an assessment of the collective achievements of the PCSPs. The PDOs should also be responsible for knowledge sharing among the PCSPs to promulgate best practice.
- 1.13 Alongside the difficulties presented by layered governance structures highlighted at 1.11 is a matrix of strategies that influence the PCSPs. Recently a number of high level programmes attempting to achieve change through partnership have been reviewed and the findings have relevance to the work of PCSPs. The main problems encountered in synchronising efforts and providing adequate performance oversight in wide ranging partnership projects are highlighted in the examples below.

Children's and Young People's Strategy

- 1.14 The Strategy set goals in key areas affecting children and young people including within the criminal justice system. One of the findings of the Criminal Justice Inspection Northern Ireland (CJI) Review of Youth Diversion (published July 2011) found that the strategy was not driving the work done by the criminal justice operatives, education and social welfare, or members of the voluntary and community sector in a specific direction. The *Children's and Young People's Strategic Partnership* had oversight for delivery with a sub-group of the Criminal Justice Board providing governance and oversight of the criminal justice elements. In practice, officials and youth justice professionals told Inspectors that the key departments which have an impact on outcomes such as education, employment and learning and social services were **not represented** on the sub-group. Similarly, representatives of the criminal justice agencies interviewed for this inspection '**did not highlight the 10-year Strategy as influencing their work**'.

Prison Service Desistance Strategy

- 1.15 The Prison Review Team reported in 2011 and *inter alia* recommended that the Prison Service *Desistance Strategy* developed in Northern Ireland Prison Service (NIPS):

'must involve partnership with and support for families and community organisations to build social capital and prevent social exclusion, drawing upon and extending existing initiatives and experience.'

The conclusion of CJI Inspectors was that the work on developing a desistance approach in the criminal justice system is not yet complete. Among the obstacles to successful delivery were the **lack of engagement with the voluntary and community sector**, partnership with community organisations and **aligning the efforts of the various groupings** into a coherent strategy.

Neighbourhood Renewal Scheme

- 1.16 The Neighbourhood Renewal Scheme - one of the most significant partnership initiatives in community regeneration - was reviewed mid-term. The reviewers noted the tendency for Neighbourhood Renewal to focus on internal solutions to the needs of areas and concluded that whilst the area-based solution might deliver the strategic objectives of community and physical renewal, the broader achievement of economic and social reform **required linkage to wider policies**.

Common themes

- 1.17 The common theme in each of these reviews was the difficulty in delivering pan-agency strategies and making partnerships prevail. The sheer scale of the action plans with different governance pathways makes it a challenge to co-ordinate a response and measure progress. Using the Community Safety Strategy delivered by the DoJ - which has particular significance for the PCSPs - illustrates the complexity of the landscape. There are eight action plans:
- early interventions;
 - anti-social behaviour;
 - business and rural crime;
 - older people;
 - domestic and sexual violence;
 - alcohol and drugs;
 - hate crimes; and
 - interfaces.
- 1.18 Each action plan has a range of outcomes, actions and measures with lead delivery agencies associated with each specific measure. One excerpt illustrates the relevance of the action plan to PCSPs.

Excerpt of Community Safety Action Plan

Develop community capacity to address anti-social behaviour (ASB) at a local level	Organise information events for PCSPs to highlight good practice in developing community capacity locally, nationally and internationally.	Ongoing	NIPB, DoJ
	To promote examples of good practice initiatives regionally and locally.	Ongoing	NIPB, DoJ, PCSPs
Deliver tried and tested prevention and diversion programmes locally	Support PCSPs to develop and deliver effective ASB initiatives.	Ongoing	ASB delivery group
	Identify opportunities to rollout regional ASB initiatives	Ongoing	DoJ, PCSPs
Support a sense of pride and ownership within neighbourhoods, to address disorder (graffiti, litter, vandalism) that acts as a signal for ASB	Implement Clean Neighbourhoods and Environment Act (NI) 2011	Ongoing	PCSPs and Dept. of the Environment

- 1.19 In discussion with PCSPs, Inspectors found that although PCSP managers were aware of the various strategies and in some cases the departmental action plans, the main focus was on the Joint Committee strategic objectives. On the other hand, the PCSP members tended to view local priorities developed through community engagement as the primary driver for their efforts.
- 1.20 The PCSPs action plans stated links to the overriding strategic objectives set by the Joint Committee but measuring the level of achievement was difficult and this was more so when gauging how they contributed to the strategies outlined at paragraph 1.10 or to the more specific strategy action plans, such as that described at paragraph 1.15.
- 1.21 The need to collate the various projects to form programmes with the critical mass to delivery outcomes and not simply activities and outputs, was specifically identified in the review of the Neighbourhood Renewal Initiative. A similar state of affairs was found in the approach to PCSPs. There were many projects and activities taking place but how each of them contributed to some form of overall improvement or its sustainability was not apparent. ***As an overall assessment either a combination of the PCSPs' annual reports of progress against a baseline or, an overall separate assessment of the entire initiative against a number of high level indicators is needed.***
- 1.22 The conclusion of the various reviews and one with which Inspectors would concur was that complex multi-agency approaches operating under layers of oversight and accountability do not always deliver and a more direct relationship between intent and delivery is needed. The PCSPs exhibited a high degree of variation in the level of staffing, the approach to measuring performance and the manner in which they prioritised local delivery. The Joint Committee could provide more guidance by setting standards for

staffing, structure and delivery against a number of key themes in the DoJ Community Safety Strategy, such as alcohol and drug abuse, domestic violence and/or hate crime, with localised priorities added to the PCSP action plan. The PCSP action plan should distil the relevant elements of the various strategies into a single action plan owned by the PCSP and forming the basis for delivery and assessment without continual referral back to the originating departmental plans. The need to have post project evaluation against a recognised baseline of agreed measures was evident. Using projects that make a positive contribution should be sustained and those that cannot evidence a contribution are discontinued.

The Joint Committee needs to be more prescriptive around structures, staffing; delivery and setting priorities. The chairs of the PCSPs should report directly to the Joint Committee at least annually and account for the performance of the PCSP. Feedback should inform the development of the future action plans.

The Policing Committee and PSNI accountability

- 1.23 The concept of local accountability and policing through policing partnerships was a cornerstone of the Independent Commission on Policing for Northern Ireland (The Patten Report). The reconstitution of the District Policing Partnerships within the PCSPs was explicit recognition of this and the fact that many of the issues facing communities are best resolved through joint working of the police, the community and other agencies. The Policing Committees of the PCSPs are highly valued as tangible and visible reflections of the original concept of local accountability.
- 1.24 One of the criticisms of the District Policing Partnerships (DPPs), especially towards the end of their lifespan, was the low level of public attendance at events and the often confrontational nature of the interchanges between police and members. The effect of this was to limit community engagement and reduce the accountability process to a superficial review of police recorded statistics. However, DPPs introduced communities to local engagement with the PSNI in districts that previously had little positive interaction with the PSNI.
- 1.25 Building upon this it was intended that PCSPs would be a more discursive and productive environment and at their best, the PCSP accountability process brings together the PSNI and the community representatives with an exchange of views, ideas and information that leads to a programme of action. At its worst, the relationship is reminiscent of the more combative DPP meetings and the accountability process is lost in answer and counter response over a series of statistics.
- 1.26 Conversations with PCSP members gave rise to the following observations of what makes for a **good** relationship with the police:
 - *"The approach... is to blend accountability with developmental aspects... it is not all about historic accountability."*
 - *"Monitoring of police delivery is not just their stats but also action points for change or improvement that are carried forward to the next meeting."*
 - *"The views of the PCSP are reflected in the area policing plans, either as specific elements or reprioritisation."*
 - *"PSNI reports are better when not [in] corporate language."*
 - *"Police are contactable and respond to members."*

And what makes for a **not** so good relationship:

- *"Very parochial meetings focusing on specific and sometimes low level incidents that take up a lot of time without result."*
- *"Police resort to defensive line and use statistics to blind the members."*
- *"Communication with PCSP members is poor and incidents come as a surprise."*

- “Meetings are hostile or confrontational.”
- “Police don’t give answers.”
- “Police give promises but don’t follow-up.”
- “Police don’t respond when they say [they will] and are hard to contact.”

These observations clearly indicate the differing views of political and independent members and those who are members by virtue of their designated status. The findings in paragraph 1.33 and Appendix 4 give more examples of these observations.

A positive example

- 1.27 The positive working relationship between the police and the Policing Committee in the Derry City PCSP is one example of a good working model. One of the main contributors to their success is the establishment of Neighbourhood Community Safety Forums that include neighbourhood policing teams, community representatives, council safety wardens and PCSP members. These fora discuss and resolve many local issues leaving the discussions at the quarterly Policing Committee to look at the more strategic statistics on crime and police performance. As a result, the Policing Committee meetings focus on programmes to alleviate issues affecting the whole area rather than getting bogged down in parochial issues that only affect small groups of people. Similarly, members of the Policing Committee of Magherafelt PCSP reported that the relationship with the local policing team was more constructive than under the DPP with emphasis on monitoring and improving performance rather than simply holding individuals to account.
- 1.28 This approach is supported by a recent study⁴ that concluded: *‘that as part of understanding the drivers of confidence in the PSNI, the emphasis on the ‘community end’ of police-community interaction should be a key concern.’* The study went on to say *‘...the findings would point to the fact a much greater degree of depth and measurement to capture views of police - community interaction is required at the local level....this would not only help PSNI understand specific drivers of confidence within particular localities or districts, but so too it would allow PSNI to locally tailor messages and information...’*

In many of the PCSP areas there are community engagement groups, some a legacy of the previous Community Safety Strategy, some created by the councils and others that originate within the community. Whatever the genesis of these groups, the PCSPs should utilise them to identify community safety issues and engage with the local policing team to improve delivery.

- 1.29 Ideally there would be a free flow of ideas between the various parties that would influence not only delivery at the local Policing Plan level, but also resonate at the more strategic level where thematic issues would be recognised. Most recently the pressure on PSNI resources has increased the need for the Police Service to evaluate its priorities and there is a risk that senior commanders fail to see value in PCSPs and disengage. It is important that PCSPs seek to add value to the policing role as well as monitoring performance.

Operational recommendation

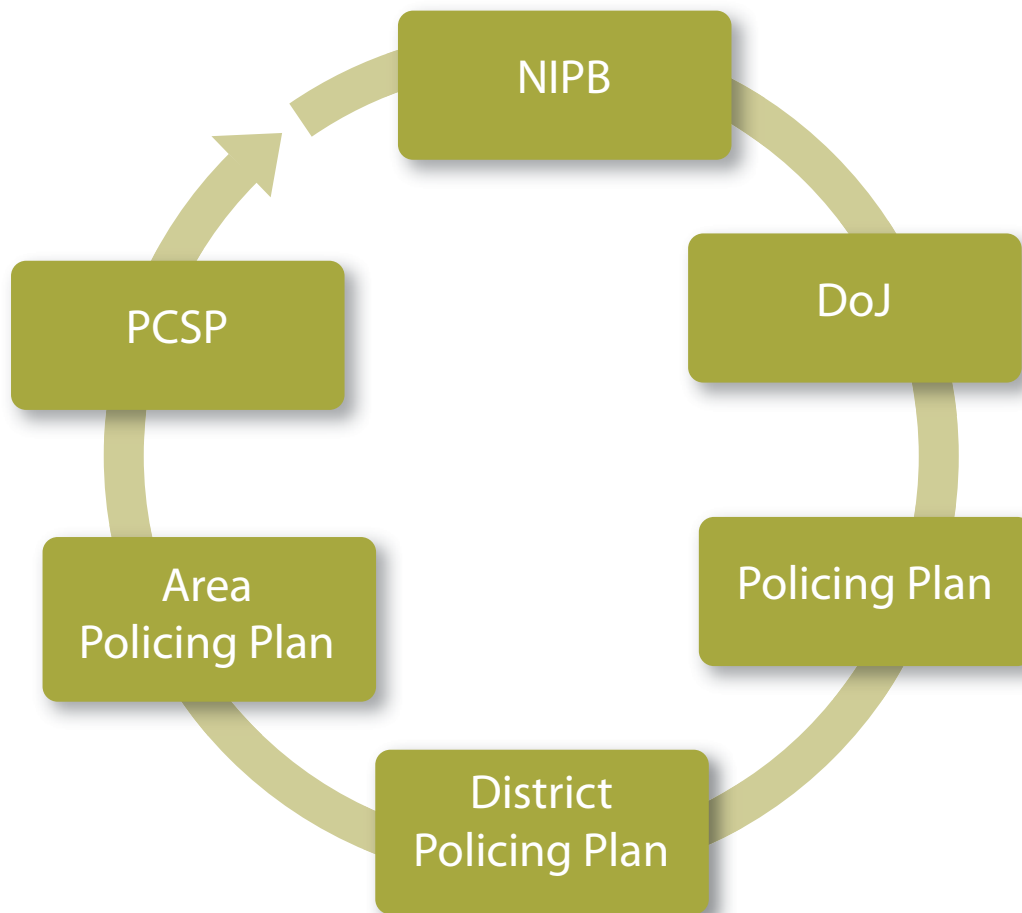
Following Local Government Review (LGR), the PCSPs should create effective local community safety fora with representatives from neighbourhood policing teams, local PCSP members and members of the local community to discuss localised issues.

⁴ Northern Ireland Policing Board: Confidence in policing research; ‘The key drivers of public confidence in NI’: Byrne J, Topping J, Martin R, 2014.

- 1.30 An effective accountability mechanism requires both parties to the process having access to data and management information to monitor challenge and report.

Operational recommendation

The PCSPs should receive more detailed crime analysis data and guidance on data interpretation and lines of questioning to improve the monitoring process.



Statutory bodies

- 1.31 The governance/strategy relationship between the other statutory bodies is less formulated than that which exists between the police and PCSPs. The police and the PCSPs have a requirement to consult and reflect issues/concerns in their strategies and plans, whereas no such compulsion exists in respect of statutory agencies and the PCSPs.
- 1.32 Notwithstanding the effectiveness of the arrangements between the police and PCSPs, the communication channel between the PCSPs and the statutory bodies limits their co-operation to a much more tactical and reactive level.

- 1.33 It is self evident the statutory bodies have business strategies and plans already in place and are accountable to their management boards and ultimately their departmental ministers. The ability of the PCSPs to influence these strategic plans is centred on localised and relatively infrequent communication channels. Whilst the PCSPs' members represent community up swell and reflect a wide range of local need, the representatives of the statutory agencies have access to limited local resource and therefore only provide a short-term or tactical response. The leveraging of strategic assets remains inaccessible and the contribution of the statutory bodies is viewed as limited.
- 1.34 Inspectors discussed with the statutory bodies the issues they faced in dealing with PCSPs and reacting quickly to their demands. The common theme was a lack of understanding of the role of the statutory body and its relationship with the PCSP. The members of the PCSP echoed similar sentiments as they were often unclear how to interact with the statutory body. There were many exceptions to these general observations but mostly at a reactive and localised level.

Operational recommendation

An induction programme for newly appointed members should be developed by the Joint Committee with delivery completed before June 2015. The aims should be to clarify the role of the PCSP members, the nature and process of PCSP business and include an early effort at defining the joint outcomes that they should seek to agree in the PCSP action plan.

- 1.35 Equally, attendance at PCSP meetings was an ineffective mechanism to influence the strategic direction of the statutory organisation. This was also complicated by the replication of PCSPs within the boundaries of a statutory body and the localised nature of PCSPs business being viewed by statutory bodies as creating a lot of noise but little substance. A more structured engagement between PCSPs and the statutory bodies is required from which a plan of engagement is crystallised that operates in the longer term. ***Within the statutory body, the nominated policy lead should develop a meaningful communication channel that allows PCSPs to influence the development of the statutory body's delivery plan in areas of shared priority.***
- 1.36 Inspectors canvassed the designated members and they offered no support for the principle whereby designated members for the statutory authorities would exercise voting rights.

Operational recommendation

The voting rights of the designated members should be deferred for the duration of this PCSP cycle and reviewed by the Joint Committee in 2019.

Impact of the Local Government Reform (LGR)

Structure of PCSPs

- 1.37 The LGR is a major change to local government structures as the number of councils is reduced from 26 to 11 with a similar reduction in the number of PCSPs.
- 1.38 The impact on local representation is the main issue for PCSPs. In one scenario where large rural areas with low representation find themselves alongside urban areas with high representation, the possibility of a loss of influence was seen as a risk. This gave rise to a preference for area based sub-groups reflecting the previous geographical spread so that smaller communities do not suffer from a low level of representation.

- 1.39 The other approach voiced by PCSP members was to target specific themes, for example ASB, car crime, night time economy and rural crime through a series of working sub-groups that prioritised PCSP efforts across the entire Council. Supporters of this view stated that the main concerns across all the PCSPs were very similar and their surveys of residents confirmed this. The point being that dealing with priority issues rather than geography is more likely to ensure an equitable approach based upon need rather than who shouts loudest for a particular area. Inspectors were persuaded by the latter approach and believe thematic sub-groups offer greater flexibility; whilst accepting the risk that sub-groups proliferate to unreasonable levels. ***Following the merger of the PCSPs in-line with LGR, the PCSPs should form sub-committees to address specific themes. These sub-committees can respond to topical and seasonal matters.***

Belfast PPCSPs and DPCSPs

- 1.40 The Belfast model established a PPCSP to provide strategic direction for each of the DPCSPs and exercise a level of governance over them. In practice, this was fatally flawed as each DPCSP was set up as an independently constituted body. Interviews with members of the respective bodies served to underline the relative ineffectiveness of the PPCSP whether in an oversight role or executive role. The views of the PPCSP members were stark; they were not sure what role they were meant to fulfil. They also said the disbursement of PPCSP funding was perfunctionary with the entire budget distributed equally between the four DPCSPs, potentially leaving the PPCSPs without funds – although Belfast City Council allocated some of its funding to the PPCSP. Similarly, the meetings between the DPCSPs and the PPCSP was process driven without any identified outcomes and no evidence of accountability, monitoring or performance assessment. The potential to analyse and disseminate best practice across the city and also to engage communities outside their normal hinterlands through the PPCSP was also being missed.
- 1.41 The special arrangements for Belfast were in part due to the larger scale of the Belfast Council area but the differential between Belfast and some of the other merged council areas is not as significant. This lessens the argument for a different approach and it would make more sense for the PCSPs to have a common boundary with the council area – including Belfast.

Operational recommendation

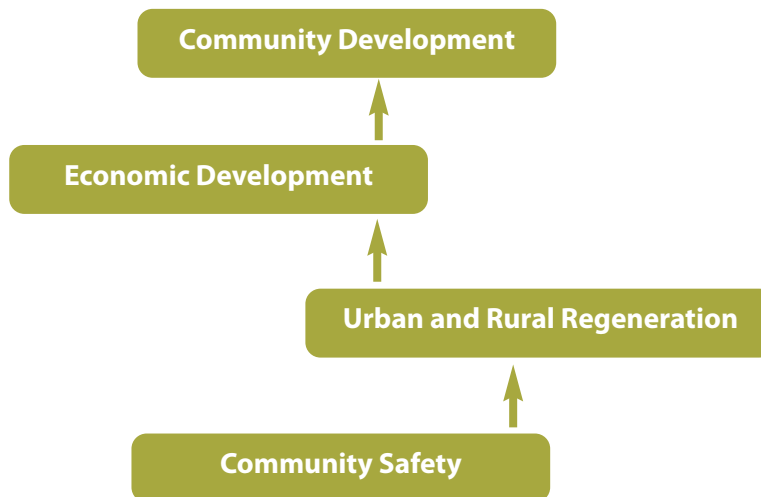
There should be one PCSP for each local council area – including Belfast without the need for DPCSPs.

Community planning

- 1.42 Community planning is defined as a process led by councils *‘in conjunction with partners and communities’* to develop and implement a shared vision for their area. The vision will be for the long-term (at least 10-15 years) and relate to all aspects of community life. It will also involve organisations working together to plan and deliver *‘better services which make a real difference to people’s lives.’* As stated by Northern Ireland Local Government Association (NILGA) community planning is not just local government’s responsibility as government departments will be required to *‘promote and encourage’* the concept in their work. (Phrases in italics are quotes from the Local Government (Northern Ireland) Act 2014).
- 1.43 Community planning is a citizen – centric approach to capture community priorities and translate those into a vision for the future. Community plans and PCSP action plans are both outcome focused and the importance of community safety in underpinning all the other elements of community planning and local regeneration and development, creates a key role for PCSPs. In fact, Local Authorities could reasonably utilise the PCSPs to deliver a significant element of their community planning objectives under the banner of community safety. There is a risk that the closer alliance of PCSPs with Local

Authorities reduces the influence of the Joint Committee and could hinder the delivery of their objectives. This should be offset by the Joint Committee maintaining oversight of the work of the PCSPs through the setting of specific aims and objectives for policing and community safety, supported by regular reporting and assessment of delivery and outcomes. A welcome move away from input and activity compliance testing to evaluation and assessment of delivery and outcomes.

1.44



- 1.45 The PCSPs already provide a forum that brings together the various agencies and the community, and acts as a conduit for providing bottom-up community needs from both indicator and anecdotal sources. It is not as effective as it should be because the plans of the various partners are already set. The Community Planning process now offers a channel to align the various partners aims in one plan.
- 1.46 Ownership of the plan will lie with the local authority, and the PCSPs already work very closely with the Councils. It makes sense to simplify the accountability and governance arrangements and at the same time, provide a single source of reference for the work of the PCSPs by aligning them more closely with the work of the Council and using the Community Plan to bring together the various threads at a community level. Compliance with protocols, policies and financial management practice should fall to the Council auditors and officials with the Joint Committee taking assurance from these audits. ***The governance arrangements for the PCSPs should be reviewed with an aim of simplifying the accountability arrangements. The Joint Committee should confirm the process for identifying projects to be adopted by the PCSPs. (If necessary new documentation should be issued).***

Although the reduction in the number of PCSPs could be seen as a reduction in local representation, it can also be seen as an opportunity to increase the influence of PCSPs, not only through increased funding to communities but also through increased influence over the statutory bodies. With a lower number of PCSPs within the boundary of a statutory authority, there is less chance of them ignoring the views of the PCSPs, and also designated members will only be attending one or two Partnership meetings and should gain a clearer insight into the strategic or thematic issues affecting communities.

Co-terminosity – aligning boundaries

- 1.47 The questionable panacea of co-terminosity can be realised through the development of outcome agreements reflecting shared strategies rather than shared geography. Inevitably, there will be boundary issues no matter what structures are in place as centralised functions, shared services and regional delivery units render co-terminosity subject to debate. Rather a unifying construct that draws together the shared elements of a number of strategies, identifies the PCSP contribution and creates a point of delivery and accountability, is more likely to overcome the complexities of multi-agency delivery and governance mentioned earlier. This leads back to the Community Plan as the centrepiece for governance and delivery.



Aligning strategies

- 1.48 Similarly, the Community Plan can help to simplify the landscape of strategies that influence the work of PCSPs. Taking the relevant elements of the prevalent strategies to which they contribute and incorporating those into the Community Plan creates a single point of focus, delivery and evaluation.

1.49 As an example, Together: Building United Communities (TBUC) is a major new strategy launched by the Office of the First and Deputy First Minister (OFMDFM) aimed at delivering shared communities. It presents four key priorities:

- our children and young people;
- our shared community;
- our safe community; and
- our cultural expression.

1.50 As part of the TBUC Strategy a revised set of good relations indicators will be used to inform and monitor the outcomes of the key priorities and will help measure progress against each of the strategic priorities. The TBUC Strategy includes development of an oversight and monitoring role through a review of the Councils' Good Relations Strategy and associated delivery programme, and presumably this will incorporate the work of the PCSPs. The danger arises that monitoring would require PCSPs responding to each department responsible for a specific strategy. However, a series of agreed indicators along the lines of the Good Relations Indicators might be adapted to provide a community safety index as a baseline against which PCSP activity could be assessed. An example of a good relations indicator and the process for evaluating progress over time is highlighted in the table.

1.51

Example of a Good Relations Indicator

Issue	Assessment	2005	2006	2007	2008	2009	2010	
% of people who see town centres as safe and welcoming places for people of all walks of life	Respondents were asked to score target, where 1=Definitely not achieved and 10=Definitely achieved	69% scored this 5 or less	65% scored this 5 or less	56% scored this 5 or less	59% scored this 5 or less	58% scored this 5 or less	54% scored this 5 or less	In 2010, 54% scored this target five or less which is 4% lower than the view expressed in the previous year and 15% below that assessed at baseline

1.52 A similar approach should be adopted for the other strategies that interface with PCSPs and incorporated within the Community Plan. The departmental monitoring of progress against their strategies will not require PCSPs to respond to the departmental action plans - as discussed at paragraph 1.17 - but rather to the relevant elements in the Community Plan. The Community Plan then supersedes the departmental strategies in terms of prioritisation and delivery - for a specific time period after which the Plan is recast to reflect new strategies, funding and priorities.

Operational recommendations

In line with the approach to good relations, a series of community safety indices should be developed and agreed. These should form the basis for the ongoing and longer term assessment of the success of PCSPs.

Strategic recommendation

From 2015 the local Councils should provide the compliance and assurance framework for PCSPs. The Community Plan should be the focal point for delivery of the long-term aims of the PCSP. The action plans of the PCSPs should feed into the Community Plan and alignment with the aims of the statutory partners and other central government strategies should be explicit. The Joint Committee should retain oversight through the Policing Committee reports and regular review of the effectiveness of the PCSPs.

PCSP action plans and funding post LGR

- 1.53 The PCSPs are in a transition period as the elected and designated members will only be confirmed towards the end of 2014-15. In light of this the PCSPs should see out the current action plan for 2014-15. The new members should develop an action plan for 2015-16 incorporating any performance indicators or baseline measures, and use this as a transitional action plan for the new PCSPs. Also they should develop a three-year plan covering 2016-17 to 2018-19 giving in effect a four-year planning profile that would parallel the four-year cycle of elections and appointments to the PCSPs.
- 1.54 The PCSPs could identify the annual objectives and outcomes of the plans but also attempt to measure the cumulative achievements for the complete PCSP cycle. This would reflect the time scales that are needed to effect change. It would also provide a mechanism to assess the achievements delivered by a programme of expenditure that will exceed £20 million over the lifespan of the PCSPs. A budgeting package that also mirrored the four-year period would not only promote more realistic planning, but it would remove the likelihood of PCSPs operating at risk whilst waiting for a letter of offer and deliver continuity of project work. There would need to be in-year confirmation of funding and suitable adjustments made, but the principle of funding the PCSPs for their life span should be confirmed rather than placing them at risk each year.
- 1.55 The introduction of Community Planning provides both challenges and opportunities for the PCSPs. Developing a wholesale approach to integrated delivery across a range of agencies, councils and community based bodies will present difficulties. As the PCSP four-year cycle draws to a close it is likely that the PCSP action plans and the Community Plans will only then be coming together.

Operational recommendation

Following the appointment of the new members to PCSPs an action plan for 2015-16 should be formulated. Once completed, a three-year plan covering the remaining period of the PCSP tenure should be developed and integrated with the developing Community Plans. The funding provided to PCSPs should also be outlined over this four-year lifespan of the PCSP to reduce the risk of programmes being halted.

Planning profile for PCSPs post LGR

2014-15	2015-16	2016-17	2017-18	2018-19
Members appointed. Current action plan implemented.	LGR implemented. Members' induction training. Action plan evaluated. New transitional action plan prepared. Draft three-year plan prepared with baselines.	Transitional action plan evaluated. Year 1 of plan developed and delivered. Three-year plan updated. Early draft of community plan.	Year 1 of plan evaluated. Second year developed and delivered. Three-year plan updated. Elements of PCSP planning in draft community plan.	Year 2 of plan evaluated. Third year developed and delivered. Three-year programme evaluated against original baselines. PCSP plan incorporated into community plan.
26 PCSP funding model continued.	New funding model for 11 Council areas developed.	Funding profile agreed for three-year plan.		

- 1.56 At the end of the four-year period, the effectiveness of the PCSPs should be evaluated in terms of their impact on improving the baselines indicators of community safety, increasing police performance and community confidence. The performance measures should be agreed in advance of the move to the new structures and the opening or baseline position should include qualitative and quantitative measures. The four-year evaluation should consider not only the effectiveness of the PCSPs but also their longer term viability and possible alternative options for delivery - such as direct delivery of their functions by the local authorities and even assimilation of the policing accountability role into the local authorities.



Delivery

Strategic objectives

2.1 Strategic objectives outlined below have been set for each PCSP by the Joint Committee of the DoJ and NIPB.

Strategic objective 1 – to form, and successfully deliver the functions of the PCSP for the area by:

- engaging with local community and statutory groups, to identify local concerns in relation to community safety, and to invite their contribution to addressing those concerns;
- preparing the PCSPs Plan, and organising the work of the Partnership to meet priority needs; and
- putting in place implementation structures and delivery mechanisms that will contribute to a reduction in crime and the enhancement of community safety in the Partnership's area, directly through the Partnership's own interventions, through the work of its delivery groups or through support for the work of others.

Strategic objective 2 – to improve community safety by tackling crime and ASB through:

- ensuring that local statutory bodies and agencies deal with the ASB and crime-related issues that matter in their area; and
- working in partnership with the police, local statutory bodies, agencies and the community to reduce the impact of ASB and crime on the community.

Strategic objective 3 – to improve community confidence in policing through:

- ensuring local accountability through the Policing Committee's role in monitoring police performance;
- ensuring that policing delivery reflects the involvement, views and priorities of local communities;
- ensuring improved policing service delivery in partnership with local communities; and
- ensuring effective engagement with the police and the local community, with specific emphasis on engagement with working class communities and young people.

2.2 The delivery of the strategic objectives was a cornerstone for each PCSP with reference to them in the PCSP action plans. At the operational level, the individual projects sponsored by the PCSP must also make reference to achieving the strategic objectives. Overall, the PCSPs have been more successful in achieving strategic objective 1 than objectives 2 and 3. The sub text in strategic objective 2 that commits the PCSP to '*ensuring that local statutory bodies and agencies deal with the ASB and crime-related issues that matter in their area*' would challenge the most robust lines of governance, not to mention the rather tenuous linkage between the PCSP and the statutory bodies. In practice the efforts of PCSPs to leverage the resources and expertise of the statutory bodies were challenged in two ways. Firstly, the statutory bodies independently identified their corporate priorities and these were not easily changed, and

secondly PCSP meetings were not particularly suited to strategic planning.

- 2.3 Similarly, the assurances demanded in strategic objective 3 assume a much greater level of command and control bestowed on PCSPs than is the case. Improving policing service delivery in partnership with local communities demands certain conditions such as a high level of confidence and trust in the local police, before any progress can be made. Although confidence in the police has increased each year since 2001, attributing this to the PCSPs is unclear. The concept of confidence in policing is complicated by the definition of confidence and the measures available to assess the levels of confidence in policing. The need to distinguish confidence *per se* from notions of trust and legitimacy is recognised and what this means for an understanding of the relationship between the police and the public.⁵
- 2.4 Trust in the police is seen as an experiential relationship usually arising from an individual's interaction with them. However, as relatively few people are regularly placed in a situation to make such a judgement, the leap from trust to confidence must be additionally based upon a broader and more remote assessment of the process and activities of the police.⁶ This assessment of the police engagement with the community is a key role of the accountability process intrinsic to the PCSPs with the consequent impact on confidence of the community in policing. Thus PCSPs face challenges from the outset in holding the police to account for delivering at a community level and relying solely on crime statistics is not the way. This harks back to the point made at paragraph 1.30 proposing PCSPs receive additional support from crime analysts and interpretation of data. ***The Policing Committee should agree accountability measures in addition to the police statistics. The Committee should prepare a quarterly evaluation of police performance with recommendations. The evaluation should include analysis of the agreed targets and measures and also a more reflective element of police process and attitude. This should be evidenced.***

Rationale for a partnership approach

- 2.5 The whole rationale for a partnership approach and hence the PCSPs, is largely built on the premise that no single agency can deliver solutions, or be responsible for delivering solutions to, complex community and crime problems. Focusing on a police response to dealing with crime is a purely transactional viewpoint that ignores the complexity of factors that motivates individuals⁷. Although there is limited systematic social research, evidence of the effectiveness of partnership working in the criminal justice field the report by Berry *et al*⁸ found that, on balance, the evidence suggests that the principle of applying partnership working as a component of initiatives to tackle complex crime and disorder problems is effective. The key features of partnership working in the PCSPs are given in Appendix 4.

Measuring and delivering community safety

- 2.6 Improving community safety is a mainstay of the PCSP programme and the starting point has to be 'how safe do communities feel they are'. In January 2013, nine out of 10 respondents (91%) to this question⁹ in the NIPB Omnibus Survey felt very/fairly safe in their local community, a statistically significant increase from 88% in January 2012. Similarly, a survey of Belfast PCSPs found that 83% of respondents felt very/fairly safe in their communities during the day falling to 63% at night.

⁵ Bradford and Jackson, 2011; Bradford and Myhill, 2014.

⁶ Bradford et al., 2008.

⁷ The effectiveness of partnership working in a crime and disorder context: Berry, Briggs, Erol, van Standen; Home Office Research Report 52, 2009.

⁸ Ibid.

⁹ Public Perceptions of the Police, PCSPs and the Northern Ireland Policing Board; report based on the Northern Ireland Policing Board module of the January 2013 Omnibus Survey.

- 2.7 There are many examples of PCSPs delivering projects with the PSNI and local communities, involving young people and contributing to their main aims of reducing crime and ASB. It is however more difficult to make a general assessment of the overall contribution of PCSPs. Confidence in policing was high with 70% of people thinking that the police did a very/fairly good job as a whole in Northern Ireland,¹⁰ but at local level confidence in local police working in partnership with other agencies was low at 41%. Similarly, the proportion of respondents agreeing that police and other agencies seek peoples' views about (40%) and deal with ASB and crime issues (42%) remained low.

Defining community safety

- 2.8 As a general observation the terminology around community safety was unclear and the potential to introduce relevant measures was limited. In many projects the measures of success were subjective and the time span of the project was such that it would not be possible to influence the most commonly used metrics, namely national indicators. In the Policing Committee meetings, the fallback position was to use police recorded crime statistics which are limited, in that recorded crime is not always reflective of the concerns within a community and crime is not always the measure of what constitutes community safety.

Establishing baseline measures

- 2.9 The guidance issued by the Joint Committee to PCSPs recommended reporting the impact of PCSP work on levels of ASB and developing measurable outcomes, such as establishing a baseline. It was not just in the field of ASB that a measurable baseline was needed. At a local level linking evidence of need with a significant change following any PCSP intervention was in short supply. There is anecdotal reporting by councillors and members of specific need and subsequent improvement, but measuring actual change after intervention is difficult.
- 2.10 There were reasons for this. The data were not always available and establishing a clear linkage between a particular project and an outcome is not clear cut as there are other variables at play. The approach of Newry PCSP to developing an evidence based process to identify projects and target resources is worthy of note. Using proprietary software that draws upon the statistical data of statutory agencies an up-to-date record of recorded incidents and activities can be accessed. This may be displayed in a variety of ways (geographic, by council ward, PSNI area, economic index and so on) and analysed over time. Changes in the various factors may be analysed before and after interventions which gives a more accurate and timely assessment of the impact of the PCSPs and the work of other agencies. At the least it provides a basis for developing baseline measurements. ***The evidence of need should focus more heavily in the assessment of applications for funding. The evaluation should include specific measures that evidence how the level of need is reduced or eliminated. The approach adopted in Newry PCSP should be evaluated to assess the suitability of roll-out to the other PCSPs.***
- 2.11 Looking specifically at the interface between the PCSP and the local Area Commander it was for the most part, focused on transactional accountability. The exchanges were characterised by requests for information about specific PSNI actions and responses that often relied on crime statistics that did not meet the specific needs of the PCSP. At the strategic level, there was no formal channel to incorporate the output of the PCSPs into the overall Policing Plan and arguably, there was no reason why such localised input should have a strategic influence. At local level the impact was mostly tactical with no strong evidence of changes in the police modus operandi or improved performance attributable to the PCSP intervention.

¹⁰ Ibid.

Evaluating projects

- 2.12 There were a range of projects aimed at engagement with the PSNI and communities/young people. In some instances PSNI personnel visited schools and youth groups, undertook joint activities or delivered talks. The *Be-Safe* programme and Internet and cyber bullying projects were delivered across many of the PCSP areas. The general assessment of these activities across most of the PCSPs was successful although the evaluations were very varied. In a couple of examples they recorded the success using a variety of statements to evaluate the achievement of outcomes such as *'team building'* and *'awareness raising'* recording that the *'session worked well and targets were met in terms of team building'* or the *'PSNI officer attended and took session around community safety'*.
- 2.13 At the other end of the spectrum, projects recorded much more detailed assessments of the views of participants linked to enumerated outcomes. Two projects were delivered by the Belfast DPCSPs bringing together the police and young people. In each of these the data collection methods included video interview, mixed surveys and participant observation. The outcomes included:
- *'six young offenders will want to become community builders rather than community breakers;*
 - *10 adults and young people will have positively changed their perceptions of the police and be more willing to co-operate with them...'*
- 2.14 In one of them the evaluation recorded that only one of the 10 participants actually changed their attitude to community participation and the police, and in the other seven out of 10 said that attitudes towards the police had changed. The difference in delivery between the two projects was that the first project did not directly include police participation whereas the second did.
- 2.15 A straight comparison of the projects using the recorded evaluation would determine one project to be successful and the other to be unsuccessful. Yet both were successful encounters as the intelligence gathered around the nature and extent of the attitudes towards the police was more honest than would be gathered from general surveys and provided the groundwork to developing approaches that will make a difference. It also provided a realistic baseline of attitudes in hard to reach areas and among disenfranchised young people. The harnessing of the feedback from the individual projects needs to be analysed as a development tool rather than simply defining a successful or unsuccessful project against a range of inconsistent criteria and then used to develop a programme approach to delivery. ***The dissemination of best practice among the PCSPs should be developed through a series of workshops and other events, a web based knowledge network and possibly a facilitator to highlight what works best.***
- 2.16 A selection of successful PCPS projects is given in Appendix 5 although it is by no means an exhaustive list

General success factors

- 2.17 Overall, the projects that make the greatest impact are those that:
- evidence need for some form of intervention;
 - identify the most suitable projects that target the need;
 - agree baseline measures – pre-project; and
 - measure improvement in the baseline - post project.

- 2.18 The most recent review of effectiveness¹¹ of PCSPs focused on an analysis of their annual reports and by necessity, had to focus on an assessment of the success or otherwise of individual projects at the local level with the high level omnibus surveys providing more strategic analysis. The issue was that many variables lie between the work of the PCSPs and the higher level analysis, and the analysis at local level lacks reliable measurement. The development of localised indicators that provide a baseline against which progress could be measured would be worthwhile and was a recommendation by the Joint Committee following its annual assessment of the PCSPs.

PCSP action plans

- 2.19 To work successfully the direction of travel at the strategic level and the needs of the local community have to be reflected in the final PCSP action plan (as a brief aside the action plans should be easily accessed through the PCSP website as in some cases, it was not readily available). The action plans should not only document the individual projects aims and outcomes, but also assess the projects as a programme and measure the extent to which the action plan changes the baseline measures. There should be a regular report on the progress of each project with costs and an overall assessment of the effectiveness of the programme of projects. The level of assessment should be proportionate to the amount of funding to prevent overly bureaucratic processes being imposed on small grants programmes. ***The PCSP should separate projects into delivery programmes that translate the short term and localised gains into the achievement of longer term and wider outcomes.***
- 2.20 Delivering a successful community safety programme was made difficult in instances where PCSPs were not involved in the discussion. The most contentious issues in Belfast often remained immune to the influence of the PCSPs. In one specific instance in the case of South Belfast DPCSP, a local policing decision announced without discussion or dissemination frayed local confidence. In North Belfast the PCSPs are not visibly engaged in the most contentious issues which leaves their effectiveness open to question.

Involving volunteers

- 2.21 Volunteers are involved by the PCSPs to directly or indirectly deliver their work. It includes very substantial inputs such as those found in Lisburn and Omagh, where the financial value is measured in tens of thousands of pounds. Although, even in the instances where PCSPs state they do not directly involve volunteers, the neighbourhood watch schemes which are prevalent in every area involve volunteers and many of the funded projects involve volunteers. Appendix 6 highlights the involvement of volunteers.
- 2.22 The approach to recruiting volunteers is predominantly through engagement with community groups, sporting clubs or faith based organisations. The PCSPs do not have a stated aim or objective to target and attract a specific level (or cost equivalent) of volunteers' involvement, and there is no evidence of a concerted effort to use any of the established volunteering organisations. This is an area of possible growth.
- 2.23 The value of volunteering is recognised as not only providing the obvious additional resources but also as a direct mechanism for community involvement and engagement across sectoral lines. The successful projects in Lisburn brought together volunteers from communities that hitherto had little cross community engagement and resulted in a sharing of experience and best practice.

¹¹ Assessment of the effectiveness of PCSPs and DPCSPs; DoJ/NIPB Joint Committee Report, 2012-13.

- 2.24 There is a database offering opportunities in volunteering developed by VolunteerNow that provides a portal to attract volunteers. **PCSPs should consider expanding the involvement of volunteers using the services of volunteering bodies such as VolunteerNow.**

Young people

- 2.25 Engaging with young people is a priority area for the PCSPs and the more successful initiatives showed that young people were willing and able to act as positive role models. Even so the level of representation of young people across the PCSPs was low and the evidence is that young people do not formally engage with the PCSPs or apply to become members. The appointment process to PCSPs might be off-putting to young people and they also might not want to undertake a long-term commitment. Whatever the reason, the traditional mechanism of engagement through Committee and meeting structures could be improved upon. One possible avenue is to approach existing youth bodies, community groups and activists to set up informal discussion groups with young people and initially explore how best to engage with them. The aim should be to create some form of young people's advisory group to inform the PCSPs and provide useful feedback. The Northern Ireland Children's Commissioner for Children and Young (NICCY) people have a youth panel that provides ideas and feedback to the Commissioner and acts as a touchstone for various projects and initiatives. The panel is also a direct communication channel with the young people's communities.
- 2.26 Presenting evidence of experience can also be a barrier to the recruitment of young people through formalised processes. VolunteerNow also provides a portal on its website to the Millennium Volunteer scheme for young people to create a validated volunteer logbook that acts as a CV and is endorsed by universities and companies. **PCSPs should aim to create a young people's advisory group along the lines of the NICCY Youth Panel.**

Operational recommendation

The recruitment process should actively encourage applications from young people and ethnic groups to increase diversity. This should include requirements to have community experience of working with young people and ethnic groups. The experience requirements for young people should be flexible and diverse to include a range of experiential equivalents such as the Millennium volunteer scheme.

Leveraging funding

- 2.27 The DoJ/NIPB programme funding is the primary source of funding available to PCSPs. There are other sources of funding available that have been accessed to a greater and lesser extent. Table One gives a breakdown of the level of funding to each PCSP for 2013-14. The DoJ and NIPB provided joint funding of £5,107,549 to PCSPs with an additional £615,148 for specific projects. In addition to this approximately £420,000 of funding was provided to cover meeting and travel expenses. The administration costs are significant and there are other undisclosed administration costs in the form of support from council finance branches. Offsetting this is funding from the councils that would reduce the relative proportion of administration costs. Also some of the work of the PCSP staff classified as administration could be re-classified as delivery. Notwithstanding any such adjustments the scale of administrative costs remains high. A rough benchmark across some public sector service agencies in procurement and property services indicated overhead levels of 20% and in the voluntary and community sector, the rate was between 10-12%.

Strategic recommendation

Following implementation of the LGR, the cost of administration should not exceed 20% of the budget allocated to PCSPs.

Table One: PCSP funding breakdown 2013-14

PCSP	Admin % of total funding	Admin Running costs	DoJ/NIPB Operational Funding	DoJ Community Warden Scheme	DoJ Priority Youth Intervention	DoJ Assets Recovery Community Scheme	Total
Antrim	34.34%	71,500	87,313	20,000	29,375		£208,188
Ards	43.68%	84,177	88,520	20,000			£192,697
Armagh	55.76%	99,012	69,846		3,000	5,700	£177,558
Ballymena	35.31%	68,675	105,387	20,000		438	£194,500
Ballymoney	35.98%	64,723	70,141		10,000	35,000	£179,864
Banbridge	52.21%	95,588	61,166	20,000		6,340	£183,094
Belfast	34.81%	275,000	500,000		15,000		£790,000
Carrickfergus	55.37%	92,050	59,180		15,000		£166,230
Castlereagh	44.29%	67,916	77,274		5,000	3,155	£153,345
Coleraine	43.59%	85,061	97,866			12,210	£195,137
Cookstown	62.66%	87,731	52,270				£140,001
Craigavon	38.79%	81,439	121,489		7,000	8,000 (DoJ Offender Levy)	£217,928
Derry	19.13%	60,368	192,800	20,000	14,9202	7,500	£315,588
Down	61.76%	123,443	56,440	20,000			£199,883
Dungannon	51.60%	95,783	66,329	20,000		3,500	£185,612
Fermanagh	44.83%	84,095	83,500			20,000	£187,595
Larne	100.00%	88,607	-				£88,607
Limavady	38.96%	68,963	88,040	20,000			£177,003
Lisburn	47.49%	149,303	87,341		9,000	68,763	£314,407
Magherafelt	40.93%	59,092	68,779		1,500	15,000	£144,371
Moyle	62.11%	97,078	36,214	20,000	3,000		£156,292
Newry	48.66%	105,449	105,253		6,000		£216,702
Newtownabbey	23.84%	45,087	131,8561			2,197	£189,140
North Down	40.20%	70,857	85,391	20,000			£176,248
Omagh	44.46%	84,935	74,099	20,000	4,500	7,500	£191,034
Strabane	42.20%	73,544	74,199	20,000	3,500	3,050	£174,293
Total	43.21%	2,379,476	2,540,693	£240,000	£126,795	£228,353	£5,515,317

2.28 In similar fashion to the involvement of volunteering as a useful resource, the leveraging of additional funding should also be a priority for the PCSPs. Each PCSP has objectives centred on reducing ASB and engaging young people and over half the PCSPs accessed additional funding aimed at this area. Only one PCSP accessed DoJ Offender Levy Funding which is aimed specifically at victims and witnesses of crime, although the relevance to the PCSP aims of reducing fear of crime would appear high. There is also a direct link to the provision of advocacy services for victims of hate crimes that PCSPs support and could perhaps apply funding. The Community Safety Warden Scheme disbursed £240,000 to PCSPs and the proposed discontinuance of this Scheme will affect all of the newly configured PCSPs to a greater or lesser extent. ***The loss of some discretionary funding sources should be offset by reducing the relatively high level of administration costs once the LGR is implemented.***



Outcomes

Perceptions of policing

- 3.1 The DoJ survey (*Perceptions of Policing, Justice and Anti-Social behaviour*) poses a set of questions relating to levels of public confidence in the local police and their working in partnership with other agencies to address ASB and local crime issues. In the 12 months to December 2013, overall confidence in engagement at 41% was unchanged compared to the previous year. Over similar periods the proportion of respondents agreeing that police and other agencies seek peoples' views about (40%) and are dealing with (42%) ASB and crime issues remained unchanged.
- 3.2 The survey also indicates that less than half the community have confidence in the level of engagement by the local police and other agencies and that it is not improving.
- 3.3 The other relevant question to the PCSPs is the level of confidence communities have in policing and a recent piece of research commissioned by the NIPB¹² drew the following conclusions: *'According to official surveys, public confidence in the PSNI has steadily increased since the organisation was formed in 2001 (Nolan, 2013:66). The DoJ have recorded an overall confidence rating in the PSNI and police accountability arrangements at 79.3 percent, remaining on par with the previous year's figure (80.3 percent) (DoJ, 2014). Further details of confidence in the PSNI are provided by the three police-specific indicators from the DoJ, whereby:*
- 85 percent thought the police provide an ordinary day-to-day service for all the people in Northern Ireland;
 - 72.7 percent thought the police do a very or fairly good job in Northern Ireland as a whole;
 - and 78.6 percent believed that the police treat Catholics and Protestants equally in Northern Ireland as a whole' (DoJ, 2014).
- 3.4 These are high percentages and as a brief point of comparison, the general confidence levels in the police (and local councils) in England and Wales for 2010-11 was 52%; perhaps begging the question as to why there is a perceived problem with policing in Northern Ireland and would things be any different in the absence of PCSPs?
- 3.5 The answer is that levels of public confidence do fall when the focus of the questions shift from the PSNI at a Northern Ireland level to a local level associated with 'people's own area'. *'The NIPB survey showed 67% rated the police as doing a very/fairly good job in their local area compared to a very/fairly good job in Northern Ireland as a whole; 46% were very/fairly satisfied with the levels of police patrols in their area; and 26% were very/fairly dissatisfied' (NIPB, 2013) - a sizeable minority.*

¹² NIPB: Confidence in policing research: 'Key drivers of Public confidence in Northern Ireland'; Byrne J, Topping J, Martin R; May 2014.

- 3.6 The DoJ survey (*Perceptions of Policing, Justice and Anti-Social Behaviour*) found that:
- 54% of respondents were confident that the local police could be relied on to be there when you need them;
 - 66% had confidence that the local police treat everyone fairly regardless of who they are; and
 - 52.7% were confident that the local police could be relied on to deal with minor crimes (DoJ, 2014).
- 3.7 The conclusion is that the main surveys are useful in highlighting general trends in public confidence but *'rather less useful in highlighting police-community relations in specific neighbourhoods and among specific social groups'*. The issue is that within the relatively high levels of confidence in policing there are specific areas where the figures are very low. As evidence of this Ellison *et al*¹³ found that just 35% of respondents in a localised survey felt 'positive change' had occurred within policing.
- 3.8 There is an extensive body of evidence – too substantial for inclusion in this report – that proposes that procedural fairness has a greater impact on building confidence than outcome-based concerns. Going as far as saying that even when delivering negative outcomes, police officers could build legitimacy by acting in fair ways.¹⁴ Most recently the PSNI Chief Constable said *"Keeping people safe is our job....but in order to improve community confidence; it's not just what we do; it's how we do it."*¹⁵
- 3.9 What this means for the PCSPs is a need to agree the local measures of confidence that they will use to assess the police across the PCSPs area. Whilst holding the police to account for the recorded crime statistics and other targets in the Local Policing Plan is a formal role

Operational recommendation

PCSPs need to extend their assessment into the manner and procedural approach of the local police and provide written feedback to the area command. Specific measures can be identified through local focus groups and follow-ups of policing events and interventions. The transitional action plans of the PCSPs could usefully focus on establishing baseline data for future comparison.

Perceptions of PCSPs

- 3.10 Within the 2014 Omnibus Survey a series of questions in respect of PCSPs was posed. Of the surveyed community, 46% of people had heard of PCSPs down from 51% and 38% knew how to contact their local partnership, although only 3% of the surveyed population knew who their local members were.
- 3.11 Although 38% of people felt their local PCSP had helped to improve policing in their area almost the same number - 35% of people - felt that their PCSP had not helped improve policing.
- 3.12 In answer to the question *'Who would you normally contact on policing and community safety issues locally?'* 55% said they would contact the police; 29% said they would contact their councillor or MLA; and only 6% said they would contact the PCSP. These figures present room for improvement.

13 Ellison, g et al. (2012a) Assessing determinants of public confidence in the Police; a case study of a post-conflict community in Northern Ireland, *Criminology and Criminal justice* 13(5), 522-576.

14 Tyler & Huo, 2002 *Trust in the Law; Encouraging Public Co-operation with the Police and Courts*; New York: Russell Sage Foundation. Tyler & Fagan, 2008 "Why do people Co-operate with the Police?" *Ohio State journal of Criminal Law* 6, 231-275.

15 NIPB Board questions to Chief Constable – July 2014 meeting.

- 3.13 A local survey of Belfast was more encouraging with almost 90% of people having heard of the partnerships. Even so, less than half those questioned understood the role of the PCSPs and only 5.3% of people said they would normally contact the PCSP about policing and community safety concerns, with a greater proportion (7.9%) indicating they would contact some other unspecified body or person about their concerns.

Survey of attitudes to PCSPs – Belfast 2014

Have you heard of Belfast PCSP/DPCSP?

88.2%	Yes
10.5%	No

Can you name a member of your PCSP?

34.2%	Yes
65.8%	No

Do you understand the role and function of the PCSP?

44.7%	Yes
53.9%	No

Who do you normally contact for policing and community safety concerns?

57.9%	PSNI
5.3%	PCSPs
0.0%	Neighbourhood Watch
7.9%	Politicians, Councillors or MLAs
19.7%	Voluntary or community groups
7.9%	Other

Do you feel that the PCSPs help make your community a safer, shared or more confident place to work, live or socialise.

15.8%	A lot
23.7%	A little
60.5%	Don't know

- 3.14 This indicates there are problems in publicising the work and role of the PCSP, extending its influence into certain areas, engaging with other agencies and identifying actions that will have the greatest impact on the measures of success most relevant to community safety and policing.
- 3.15 The branding of the PCSPs could be improved by giving the PCSP logo greater prominence and also insisting that funded events display the PCSP logo. The logos of the DoJ and the PSNI are distinctive and in one instance, Inspectors observed that they tended to overshadow the PCSP logo. There were also instances of the PCSP funding projects but no acknowledgement of the PCSP involvement was made.

3.16 The other sources of data that might reflect on the performance of the PCSPs are the PSNI recorded crime figures and the NI Crime Survey. Table Two shows the recorded crime figures collated by the PSNI. It highlights a downward trend in all categories of recorded crime.

Table Two: PSNI Recorded crime figures

Crime	2003	2007	% change	2013	% change
Overall Crime Rate	144.1	134.8	-9.3	100.4	-25.5
Burglary Rate	12.6	10.9	-1.7	9.17	-15.9
Thefts Rate	42.4	33.0	-9.4	26.6	-19.4
Violent Crime Rate	41.6	44.6	+3	30.7	-31.2
Anti-Social Behaviour	73360	62734	-10626	60,706	-2,028

3.17 The Northern Ireland Crime Survey quantifies the level of crime by measuring crime victimisation rates experienced by people regardless of whether or not these crimes were reported to, or recorded by, the police. The most recent findings show that the victimisation rate of all surveyed households fell from 11.2% in 2011-12 to 10.9% in 2012-13 representing the lowest victimisation (prevalence) rate reported by the NI Crime Survey since this measure was introduced. Both the recorded crime figures and the survey of crime show a downward trend.

3.18 The downward trend is welcome news although attributing this to the work of PCSPs is not obvious as many other factors play an equal or greater part. For their part the PCSPs have been trying to engage with local communities, identify priorities and develop suitable metrics. A review of the action plans of the PCSPs indicated an awareness of the issues affecting local people, either through direct surveys, discussions with the police, councillors and community representative and public meetings/events. Similarly, the plans included specific targets to reduce the incidents of those crimes and behaviours that were identified by the majority of respondents. The Down PCSP Action Plan typifies the types of targets set by the PCSPs:

- reduce the number of burglaries;
- increase the number of drug seizures and drug arrests;
- reduce the number of anti-social behaviour incidents;
- reduce the number of repeat victims of anti-social behaviour; and
- in partnership reduce the number of people killed or seriously injured in road collisions.

3.19 Identifying targets focused on meeting the concerns of the local population directly related to crime and safety issues is not the problem and arguably the PSNI would do this anyway. Rather increasing public understanding of the role and work of the Partnership, leveraging the work of the big statutory agencies and delivering actions that directly reduce crime or fear of crime, are the main areas to improve.

Lessons from Neighbourhood Renewal Initiative

3.20 Some lessons of community-led projects can be learned from the review of the Neighbourhood Renewal Initiative which is transferring to local government as a result of LGR. The findings of the interim review of neighbourhood renewal could have been written for the PCSP initiative.

'... Reviewing progress in relation to the Community Renewal objectives has been difficult not least because of the lack of any clear definition or quantifiable baseline position. It is possible to quantify inputs and list activities which are construed as having a community development dimension (in terms of promoting the activities above) but there are no quantifiable outcomes per se. Anecdotally, activities... Can all be put forward as evidence... (but) there remains a need to clarify outcomes...'

3.21 Similarly, the recommendations resonate with the PCSPs:

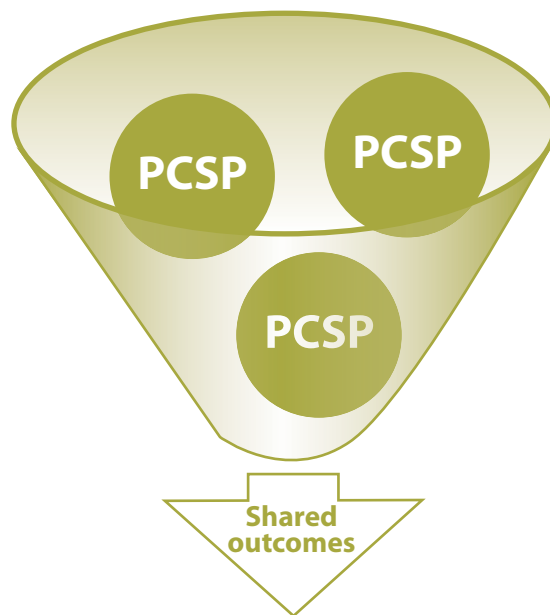
- *Local policies need to be linked with wider policies operating at a broader spatial scale* (this is relevant in the context of PCSPs and Community Planning).
- *Action Plans should be reviewed to ensure that connections are made between areas of need and areas of opportunity* (the Newry PCSP approach is noteworthy here).
- *An annual report on expenditure, project activity and progress against outcome measures for each Neighbourhood Renewal Area (read PCSP area) should be published* (this would greatly assist the Joint Committee assessment).
- *Move towards programmes and away from one off projects.* (The guidance from the Joint Committee should be more prescriptive of the role and overall achievements of the PCSPs).
- *Bring together project and mainstream spending in a more complementary way* (hence the proposed four-year cycle of planning and funding for PCSPs).
- *Projects which do not display the ability to contribute to agreed outcomes should not continue to be supported and more effective methods of achieving outcomes should be found* (funding groups and events can become established despite evidence of need indicating otherwise).
- *Success should be measured by the outcomes that it delivers (not activities)* (applies to all PCSPs)
- *Move towards outcome focused planning* (relevant to all PCSPs and Community Planning).
- *There should be a greater emphasis on self-help* (volunteering in PCSPs).

Taking some of these themes as a general formula for the PCSPs modus operandi the emphasis has to be on:

- baselines and metrics to measure success;
- shared outcomes;
- a joined up planning process;
- rigour in measuring performance;
- evidence of need; and
- focus on partnership and co-operation.

Shared outcomes

3.22 The Community Plan creates a single vision for development and the planning process should funnel the aims and objectives of the various players with agreed outcomes indicating success. Aggregating the aims of Neighbourhood Renewal, Community Safety and Good Relations Strategies with PCSPs should aim to simplify the strategy landscape. Agreeing the outcomes to be achieved, having a structure that brings the players around the table and having funding through a single source, is the start of a process to vest governance, accountability and delivery in the new council structures.



- 3.23 Moving to larger PCSPs provides an opportunity to overcome the 'David and Goliath' relationship with statutory bodies, but the communication channels must rise above the monthly meeting if there is to be a meaningful level of influence. Where the aims of the statutory bodies, the PCSPs and the community need overlaps, gives the greatest hope of a successful outcome. The approval process for individual projects can be at the transactional level with specific local outcomes, but the overall assessment of the PCSPs should be based on outcome agreements that make a contribution to the achievement of the Community Plan.

Shared governance

- 3.24 The community planning process also provides a platform to address the governance issues facing the PCSPs that arises from the tripartite nature of the current arrangements (DoJ, the NIPB and the local council) and their overlapping and duplicated efforts to gain assurances of PCSP activity. Going forward the Council Chief Executive will be Accounting Officer for any expenditure channelled through the council with the council auditors and the Local Government Auditor should provide assurances to all the funders. The delivery of the Community Plan will be overseen by a Council committee and although the delivery of PCSP objectives through the community planning process will be some time downstream, the mechanism will be there to assess performance and report on this to all stakeholders.
- 3.25 In a future arrangement, the DoJ Partnership Development Officers could carry out risk-based verification visits on behalf of the Joint Committee. This should not duplicate the work of the auditors but should focus on the achievement of the set outcomes for individual projects and also review the overall performance of the PCSPs. The Partnership Committee would retain strategic oversight of the performance of the PCSPs and to assist this, should consider issuing more prescriptive advice to PCSP Chairpersons on the management of business and the development of action plans that deliver a cumulative effect by co-ordinating the projects around specific objectives. The assessment of the PCSPs through bi-annual and annual reports should continue with the Partnership Committee inviting the PCSP Chairpersons and Managers to regular meetings to discuss achievements and challenges. Raising the standards of the PCSPs must avoid the trap of promoting the success of the many whilst encouraging tolerance of the failure by the few. A serious debate on the causes of failure is the pre-requisite of success.



Appendices



Appendix 1: Terms of reference

Introduction

Criminal Justice Inspection Northern Ireland (CJI) proposes to undertake an inspection of Policing and Community Safety Partnerships (PCSPs). The PCSPs are statutory bodies established under the Justice Act (Northern Ireland) 2011, specifically Sections 20 to 34 and Schedules 1 and 2 of the Act. Under this Act district councils are obliged to establish a PCSP structure in their locality. There are 26 PCSPs - one for each district council. In addition to the overarching PCSP established in Belfast, there are four District Policing and Community Safety Partnerships (DPCSPs) operating.

Role of the PCSPs

The overall purpose of the PCSPs is help make communities safer and to ensure that the voices of local people are heard on policing and community safety issues. The aim is to empower communities to help develop solutions to tackle crime, fear of crime and anti-social behaviour. The PCSPs should endeavour to provide a more integrated approach by bringing together, in a single body, the functions previously undertaken by the District Policing Partnerships (DPPs) and Community Safety Partnerships (CSPs). The intention is that PCSPs would incorporate the most effective aspects of the previous arrangements, whilst operating in a more holistic, streamlined and joined up way.

Aims of the inspection

The aims of this inspection are to examine a broad set of issues around the governance, performance and accountability of the PCSPs, including:

- The establishment of the structural aspects of the PCSPs including:
 - the requisite memberships – including a review of the effectiveness of the operation of designation;
 - the committee structure (including the Policing Committee);
 - reporting lines and adequate administrative arrangements;
 - and the effectiveness of the structures in place for Belfast – specifically the role of the Principal PCSP and the governance arrangements in respect of DPCSPs.
- A review of the effectiveness of the Memorandum of Understanding governing the operation of the Joint Committee.
- Evidence of contributing at a strategic level to the achievement of the targets set in the Programme for Government and the Northern Ireland Policing Plan, the Community Safety Strategy and to wider justice issues.
- The definition of clearly defined outcomes to achieve improved community safety reflecting the needs of communities and other stakeholders.
- Evidence of the PCSP consulting and engaging with local communities, identifying and prioritising issues of concern with suggested approaches, monitoring performance and delivering a positive difference to communities.
- Actual improvements in community safety - including reductions in crime, fear of crime and anti-social behaviour.
- Evidence of improvements in the channels for communities to engage with statutory authorities and actual improvement.
- Emphasis on the role of policing in the community with improved levels of confidence, higher level of delivery, reporting and engagement with disadvantaged communities and young people.
- Overall, a structure and process providing clear lines of accountability, performance review, transparency of decision making with clear improvements over the previous arrangements.



Methodology

The inspection will be based on the CJI inspection framework, as outlined below. The three main elements of the inspection framework are:

- strategy and governance;
- delivery; and
- outcomes.

Constants in each of the three framework elements and throughout each inspection are equality and fairness, together with standards and best practice. Inspectors will look for evidence in strategy, service delivery and in outcomes that equality and fairness are integral to the work of the PCSPs.

CJI inspection framework



Research and review

Collection and review of relevant documentation such as strategic objectives, plans, external reports, internal strategies, policies, minutes of meetings, performance management, financial management and monitoring information, business statistics, risk registers, stewardship statements, and other relevant risk-related material, communications strategies, internal and external surveys and any other relevant internal reviews, papers and correspondence.

Fieldwork

- Terms of reference will be prepared and shared with the Northern Ireland Policing Board (NIPB) and the Department of Justice (DoJ) Community Safety Unit (CSU) prior to the initiation of the inspection. A liaison person from the NIPB and CSU should be nominated for the purposes of this inspection;
- interviews will be conducted with NIPB, DoJ, the Police Service of Northern Ireland (PSNI), PCSPs, councils, senior management and staff, and other criminal justice organisations and relevant stakeholders to give an insight into the PCSPs;
- evidence of planning and decision-making leading to performance improvement and recognition of future changes in demand and operating environment will be gathered; and
- analysis of performance data, observation at meetings, review of documentation, compliance with models of governance and delivery will be made. CJI may also engage specific assistance to assess governance, policing and community safety policy development.

Feedback and writing

Following completion of the fieldwork and analysis of data, a draft report will be shared with the sponsors for factual accuracy check. The Chief Inspector will invite the sponsors to complete an action plan within six weeks to address the recommendations and if the plan has been agreed and is available it will be published as part of the final inspection report. The inspection report will be shared, under embargo, in advance of the publication date with the sponsors.

Inspection publication and closure

- Upon completion a report will be sent to the Minister of Justice for permission to publish;
- when permission is received the report will be finalised for publication;
- any CJI press release will be shared with the Joint Committee prior to publication and release; and
- a suitable publication date will be agreed and the report will be issued.



Appendix 2: Functions of Policing and Community Safety Partnerships

The statutory functions of PCSPs, listed in Section 21 of the Justice Act, are to:

- provide views to a relevant district commander and to the Policing Board on any matter concerning the policing of the district;
- monitor the performance of the police in carrying out
 - the policing plan in relation to the district; and
 - the local policing plan applying to the district or any part of the district;
- make arrangements for obtaining the co-operation of the public with the police in preventing crime and enhancing community safety in the district;
- make arrangements for obtaining the views of the public on the policing of the district and enhancing community safety, and consider any views so obtained;
- act as a general forum for discussion and consultation on matters affecting the policing of the district and enhancing community safety in the district;
- prepare plans for reducing crime and enhancing community safety in the district;
- identify targets or other indicators by reference to which it can assess the extent to which those issues are addressed by action taken in accordance with any such plans;
- provide any such financial or other support as it considers appropriate to persons involved in ventures designed to reduce crime or enhance community safety in the district; and
- carry out such other functions as are conferred on it by any other statutory provision.

In summary, PCSPs must:

- **consult and engage** with the local community, the statutory and voluntary sectors and other relevant organisations in order to identify local issues of concern in relation to policing and community safety, and to improve co-operation with the police. The Policing Committee has a distinct responsibility to provide views on policing matters to the relevant district commander and the Policing Board;
- **identify and prioritise** the local issues of concern and prepare plans for how these can be tackled;
- **monitor** performance to ensure delivery against the PCSP action plan. The Policing Committee will monitor the performance of the police to ensure that local policing provision is delivering for local communities; and
- **deliver** a positive difference to communities, contributing to a reduction in crime and enhancing community safety in the district, directly through their own interventions, through the work of their delivery groups or through support for the work of others.

The functions of DPCSPs in Belfast are similar to the PCSPs.

Appendix 3: Views of Policing and Community Safety Partnership members and officials in respect of governance

PCSP members and officials see governance having a positive impact when:

- The relationship with the council is supportive, but administrative and not directive.
- The role of the chair is clarified as leading the PCSP rather than reflecting council or political affiliations.
- The nature of the meetings is not adversarial although robust discussion and challenge is not discounted.
- There is a clarity of purpose reflected by an agreed action plan that is owned by the members of the PCSP
- The approach of the PCSP is to blend the accountability function with developmental aspects i.e. it is not all historic accountability but also a partnership to improve services.
- The monitoring of the police delivery is accompanied by action points for change or improvement that are actively followed up at the next meeting.
- The role of the designated members is made clear and that they are not held to account by the PCSP.
- Funding process is compliant with procedures and is understood by the members.
- Managers provide professional support.
- PCSPs see themselves as and are regarded as separate entities, not subordinate to the council or treated as council sub-committees.
- The role of the DoJ Partnership Development Officer is clear, supportive and communicated at all stages of the process.

PCSP members and officials see governance having a negative impact when:

- PCSP meetings are so formalised by either structure, location or process that they resemble mini-councils.
- Line of accountability from Joint Committee is not fully understood.
- The PCSP has no clear brand and is either seen as a tool of DoJ, NIPB or the council – this restricts engagement with the community.
- The district council either through direct intervention or behavioural praxis influences PCSPs and restricts their community role.
- Political representatives do not partner with independents.
- Focus is solely on holding the PSNI (and sometimes designated bodies) to account.
- Funding of projects is ineffective due to non-compliance with set protocols.
- Managers stray into operational aspects of the PCSP role by being overly prescriptive of action plans.
- Poor communication between the various bodies and feedback from the PSNI to PCSP members.
- Inadequate training, induction and guidance leads to time wasted on building structure, process and relationships.
- No overall accountability mechanism for the PCSP to assess their effectiveness.
- Compliance audits excessive and duplicated.
- Non-attendance not addressed.



Appendix 4: Analysis of partnership working

Researchers identified a number of themes that were common to the achievement of crime-related outcomes by partnership working. These are described briefly below and indicate some resonance with the emerging findings around the effectiveness of the Northern Ireland PCSPs.

- **Partnership focus** – clarity regarding the problem to be targeted, and the activities to address the problem identified.
- **Shared values** – at a strategic level shared values are critical to the success of partnerships.
- **Leadership and roles** – strong leadership, clear structure and defined roles and responsibilities with a full time manager was seen as essential.
- **Partnership experience** – prior experience was as an important factor.
- **Partner communication and co-location** – the co-location of partnership teams, shared data and research to guide decision-making.
- **Flexible structures** – that avoided burdensome bureaucratic structures and processes was an important factor in securing effective delivery of outcomes.

Using the headings above taken from the research study, the findings of this inspection were grouped relatively easily under the various themes. The common ingredients leading to successful delivery by PCSPs were found to be:

Partnership focus

- The PCSP members act as a voice for their community and identify problems.
- Projects should have evidence of achievement so that relevant activities are delivered.

Shared values

- The recognition of need in the community is agreed and the proposed programme is agreed. (This was evidenced in those PCSPs where voting was not used and consensus was reached on the programmes and action plan).
- The ethos of partnership working should be enshrined in the corporate documentation circulated by the Joint Committee and political, independent and designated members of PCSPs should receive relevant training in how to achieve it.
- The views of the PCSP are reflected in the area policing plans, either as specific elements or reprioritisation.
- The business community is engaged and some measures of economic benefit are linked to the PCSP activity to promote wider buy-in.
- There was co-operation between the clusters of local authorities prior to the Local Government reforms.

Leadership and roles

- All members of PCSPs, including those representing the designated bodies, should be clear about their roles on the PCSP.
- The reps of the designated bodies are decision makers or have a clear recognised pathway into the decision makers in their organisations.

Partnership experience

- The independent members are networked in their communities and actively bring this knowledge to the table.
- The PCSP membership is diverse with young people and minorities represented.

Partnership communication

- Sharing of best practice, among PCSPs, of what works is evident.
- PCSP have knowledge of the work and plans of the designated bodies to align their proposals and leverage resources and delivery channels.
- Shared data through a database provided evidence of need and assessment of delivery and outcomes.
- Public meetings are themed and public are engaged through specific events that may or may not be primarily organised by PCSP.

Flexible structures

- The PCSP is formally constituted with meetings being run strictly on the lines of council meetings.
- Reporting and accountability focused on compliance and outputs of individual PCSPs without more strategic analysis of the success of the whole programme.

Identifying the general themes that contribute to the success or otherwise of the PCSPs is relatively easy, but assessing the success of individual PCSPs and the overall effectiveness of the PCSP initiative is more challenging.



Appendix 5: Examples of successful projects

The **Carrick** PCSP ran projects including the Castle Boxing project and a project funded by the Priority Youth Interventions (PYI) programme 2013-14 – ‘Diverting, developing and challenging’. Both projects engaged large numbers of participants, including young people and adults. The lessons learned were:

- Youth engagement as part of a community safety strategy requires time, resources, focus and commitment which also required a strategic and co-ordinated approach amongst all statutory, voluntary and community agencies.
- Schools are significant contact points in local youth work and offer the opportunity to disseminate information to all young people in the Borough.

The target age group of those involved was sometimes changed to meet local needs (to include younger or older young people). Older and more experienced young people are often better able to understand and continue the work of community safety and offer opportunities for peer education.

Carrick also developed a mobile telephone app. that may be accessed via Smartphone, providing safety awareness advice to young people amongst other things.

Midnight street soccer and cage soccer are regular projects run by the PCSPs to divert young people away from crime and anti-social behaviour. Alongside the actual soccer the opportunity is taken to involve young people in other activities such as drug and alcohol awareness sessions, sessions with the local PSNI, nutrition and fitness guidance.

There were many successful examples illustrated by the project delivered in **Castlereagh** PCSP where the last programme involved almost 700 children and young people. The PSNI reported lowered levels of anti-social behaviour; evaluations with young people gave a positive view of the event and at a total cost under £8,500 (£12 per participant) represented value for money. The potential to enumerate the changed levels in anti-social behaviour and a survey of local residents would add further value to this project.

Lisburn PCSP run two very successful Community Safety Warden Schemes that utilise large number of volunteers, reduced crime, tension and anti-social behaviour, increased engagement with the police and improved cross-community involvement.

South Belfast District PCSP delivered a programme of training to 135 participants from 35 bodies alongside police officers covering vulnerability training in the night time economy. This was a timely programme of training and complemented the Get Safe Home Campaign.

There are many other examples of successful projects and particularly encouraging was the work of the PCSPs in **Moyle, Limavady, Coleraine and Ballymoney** in delivering projects across their respective areas in anticipation of the merger of these council areas following local Government reform.

Armagh PCSP organised installation of home security equipment in 100 homes per year and raised awareness of home security, and community safety issues through presentations and information stands. There were a range of other projects aimed at young people, rural communities, and older people. The evaluation of the schemes includes, recording the number of referrals, the actions taken as a result of the referral and the total

number of security items supplied, a customer satisfaction survey to try and assess the impact of the scheme, a pre and post analysis of patterns of domestic burglary and bogus callers. Reports will be made to Armagh PCSP and an annual report will be produced outlining the progress of the project.

The **Ballymena** PCSP initiated a priority youth intervention scheme in response to persistent low levels of harassment in the Dunclug, Moat Road and Ballykeel areas – sectarian as well as racist. The PCSP launched a series of workshops aimed at raising awareness and understanding of the impact of race hate crime and understanding of the cultural identity of other communities. The success factors were measured as an increased awareness and understanding of the impact of race hate crime and an understanding of the cultural identity of other communities.

In **Coleraine** the PCSP ran a project to provide a service to ensure that victims of domestic violence had immediate response to crisis issues and were enabled to reduce risk of harm. The success factors were deemed to be:

- increased understanding of the risks associated with domestic violence;
- increased safety through development of safety plans;
- increased uptake of a range of support services through supported referral and signposting; and
- resolution of immediate crisis issues.

The Brighter Futures Project run by **Derry** City PCSP addressed a number of issues highlighted by young people in their community. This was a broad ranging project and provided young people with the opportunity to engage in a variety of youth-led projects. The benefits of the scheme were identified as establishing and developing relationships between young and old people in the estate and increasing the sense of security in the estate.

The **Down** PCSP conducted a Community Safety Survey which indicated community concerns over high levels of anti-social behaviour in a particular area. As a result an action plan was developed following consultation with identified stakeholders. The action plan incorporated three different projects: a youth drop-in on Friday evenings, a Primary School's art project and a reminiscence event for the elderly in the area.

Towards the completion of the action plan a further Community Safety Survey was undertaken. PSNI statistics comparing figures pre- and post-action plan demonstrated a drop in violence against the person from 27 to eight; criminal damage dropping from 13 to two and anti-social behaviour incidents dropping from 39 to 29.

The **Dungannon** PCSP ran successful projects such as, 'Safe Borough', a domestic violence training, awareness-raising and signposting project, delivered by Mid-Ulster Women's Aid and an engagement project delivered by the PSNI/Speedwell Trust that brings local Primary Schools and PSNI together to build understanding and trust, and to look at issues like cultural diversity, sectarianism, flags and emblems. Upon completion of the projects participants were surveyed for their views.

- Participants' evaluation feedback shows increased awareness of domestic violence.
- Participants' evaluation feedback shows increased knowledge regarding 'what to do/where to go'.
- Participating children's evaluation feedback shows increased awareness across this spectrum.
- Participating children's evaluation feedback shows increased awareness of safety issues.
- Participating children's evaluation feedback shows increased awareness of policing, police officers and their work.



Fermanagh PCPS in conjunction with Extern ran a project using the medium of fishing as part of a diversionary campaign. The evaluation noted the following achievements:

- Increased number of young people associated with the diversionary fishing project.
- Further development of peer mentoring within the club.
- Greater uptake in the summer leagues.
- On-going support and guidance from Fermanagh District Council and financial support of £2,500 from PCSP.
- Grant aid of £1,500 from the Youth Justice Agency to purchase 40 additional buoyancy aids.
- Support from the Department of Culture Arts and Leisure (DCAL) by the donation of 60 fishing rods seized from non-licensed anglers.
- Sponsorship from DCAL to the value of £5,000 to host a major training/fishing event for 100 young people, including free fishing licences and permits for all participants.

Agewell is a partnership covering the Mid-Ulster area, (**Cookstown, Magherafelt, Dungannon & South Tyrone** council areas) working together to improve services for vulnerable older people in the community. Agewell commenced on 24 May 2010 and will run for five years, as part of the ongoing monitoring of the impact of the project on its stakeholders, Agewell commissioned Business Improvement Solutions (BIS) to carry out a Social Return on Investment (SROI) analysis on the project covering the period May 2010 to May 2013. The aim was to deliver the following outcomes:

- Reduced isolation for 2,100 vulnerable older people (700 per district) in their homes over the lifetime of the project.
- Increased community ownership of issues affecting vulnerable older people through involvement of 30 community organisation (10 from each district), recruitment and training of 50 volunteers who will implement initiatives and 100 young people who will be involved with intergenerational initiatives.
- Reduction in poverty levels (including fuel poverty) of 300 vulnerable older people (60 each year of the project) by promoting energy saving schemes and providing benefit advice.
- Improved security and safety of 1,500 vulnerable older people in their homes and a reduced fear of crime over the lifetime of the project.
- Enhanced collaboration and joined up working between at least 20 services and agencies to improve services and access to services for vulnerable older people throughout the three districts measured against the partnership agreement which will have yearly targets across the five years.
- Improvement in the physical and mental health and well-being of 600 vulnerable old people (200 in each district) over the lifetime of the project.
- BIS estimated that the SROI for every pound spent on Agewell over the three year period was £2.43, a 243% return on investment.

Omagh PCSP launched the Street Safe initiative providing support and first aid to vulnerable groups of people, particularly young people socialising within Omagh Town Centre. Volunteers, recruited through Omagh Volunteer Centre, and staff provided assistance for young people, who have lost contact with their friends, been refused entry to licensed premises or have become incapacitated through the use of drugs or alcohol.

A detailed record of activity is maintained and an excerpt is given below:


Drinks provided	Flip Flops provided	Blankets provided	General advice given	Emergency Services called	Referral to other agency/ service	Calls to CCTV	Disturbance /ASB	First Aid provided	Place of Safety provided	Bottles/ glasses lifted	Referral from PSNI
1415	423	69	724	16	12	12	43	46	77	42	11

Strabane PCSP ran a Where is Your Child Tonight? Campaign that included an advice booklet aimed at providing information and sign-posting for parents, community workers, teachers etc on six key issues that commonly affect young people in the district, namely drugs, alcohol, suicide, self-harm, internet safety and cyber bullying. A large response led to a re-print of the booklet. The largest post-primary school in the district hosted a series of information evenings for parents based on the content of the booklet and doctors in the local medical centre stated that they would hand these out to parents of teenagers. This was supported by an advertising campaign using a range of electronic media at key times of the year, such as Halloween, Christmas and St. Patrick's Day, panels on the side of council refuse lorries, to ensure that the messages were disseminated throughout the district and beer mats were used in licensed premises to encourage parents to think about what their children are doing while they are out socialising.

Appendix 6: Involvement of volunteers

PCSP	Nature of volunteering involvement	Number of volunteers	Source of volunteers
Ards	Applicants for funding involve volunteers in projects	Variable	Recruited by the funded bodies and not PCSP
Armagh	No volunteers	N/A	N/A
Ballymena	Bee Safe - Mediation project. Normally for both mediators Neighbourhood Watch Schemes Farmwatch Reduce Rural Crime Ballymena Secured Scheme. Clean Neighbourhood Programme	1 volunteer for 20 hours Two mediators up to 40 hours Variable amounts of input but likely to be substantial number of hours.	Local community recruited through the community engagement process. PCSP members acting in a voluntary capacity.
Carrick	Majority of PCSP projects involve volunteers	Substantial	Recruited from communities
Craigavon	Neighbourhood Watch	65 people plus helpers – vary in hours provided ranging from three hours per week or three hours per month	Recruited from communities
Derry	Neighbourhood Watch	32 volunteer co-ordinators operating 26 schemes.	Recruited from communities
Down	Volunteers help Down PCSP roll out many elements of its Action Plan. E.G. Anti-Social Behaviour Action Plan in Newcastle	Deliver and collect surveys from over 500 local households.	Community groups and local community organisations.
Fermanagh	No volunteers directly involved in the delivery of PCSP work. Community groups accessing small grants would involve the use of volunteers. Used as match funding usually calculated at £10 per hour	Variable	Community groups

PCSP	Nature of volunteering involvement	Number of volunteers	Source of volunteers
Larne	No volunteers		
Limavady	Summer Diversion Small Grant Scheme	Variable	Individual applicant groups cite numbers of volunteers and number of hours for their proposed initiative.
Lisburn	Two of the PCSP Projects – Lisburn SAFE and Colin Safer Neighbourhood Project. Volunteer Warden Schemes.	Over 100 volunteers working in both schemes.	Recruited from the community and trained with the assistance of funding from Policing With the Community, DoJ and PCSP Small Grants
Omagh	StreetSafe	Circa 2,500 hours annually	Community groups
Strabane	Outdoor events	Four volunteers, five hours each	Fire and Rescue Service.



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