



CORPORATE / BUSINESS PLAN 2015-2016

arc21

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Foreword

This is our fourth Corporate Plan and its development is informed by engagement involving elected members, arc21 officers and other stakeholders. It continues to have at its heart the core roles of partnership working, engagement and consensus building for delivering the components necessary for successful public sector collaboration.

The original 11 Participant Councils have been replaced by 6 new Councils who have approved the formal arrangements, the Terms of Agreement, under which they will operate with arc21 and each other within the new Local Government structures. Allied to this is the prospective forthcoming consideration by the new Councils, in collaboration with Central Government, on the future for regional or sub-regional waste management arrangements that may impact on arc21 as an organisation.

As a consequence, and pending such a potential review, this Corporate Plan has been developed for an initial one year period, focusing on the key operational issues that will be addressed in the year to March 2016. This is intended to allow time for the new Council structures and the new Joint Committee arrangements to become effective and leave the widest scope for a longer term strategy to emerge after consideration of the relevant issues by Councils.

It is important that we continue to maintain progress and do so in what is widely accepted as being a particularly demanding period for all. During the term of this Corporate Plan, we will be witnessing the transition and implementation of new administrative arrangements for the public sector as the local government landscape transforms.

Notwithstanding any developments that may emerge, the past and current work being undertaken by arc21 provides a solid foundation upon which to build. Accordingly, this plan constitutes a blueprint for progress towards greater effectiveness and efficiency in managing our waste in a more sustainable way in line with a circular economy and I would commend it to all our Councils, stakeholders, partners and other interested parties.

Councillor Garth Craig
Chair of the Joint Committee

Introduction

As explained by the Chair in the Foreword, this Corporate Plan is for an initial one year period, from April 2015 to March 2016.

My focus, therefore, in this year is on ensuring that the key operational issues impacting on our Waste Management Plan, developing a network of infrastructure which will minimise landfill through recycling, composting and finally energy recovery, continues uninterrupted.

The move away from waste management to the Circular Economy and resource efficiency continues. We are now firmly in an era of life cycle analysis, climate change and carbon accounting with the treatment of waste being more strongly linked to other areas such as resource security, economy and energy.

At the core of our current Waste Management Plan is the procurement of waste infrastructure contracts and the operational management of those contracts when procured.

The plans for the development of infrastructure to treat organic waste should be completed this year and, in respect of the treatment of residual waste, the procurement of the final strand of infrastructure development is well progressed and is scheduled to be completed within the next two years.

In particular, the residual waste treatment project represents the highest value capital project that Local Government in Northern Ireland has handled to date and its strategic significance is evident to all our stakeholders.

These two projects will not only create hundreds of jobs during construction and subsequent operation of the facilities but the Energy from Waste plant being developed to treat residual waste could also act as a stimulus for further investment to take advantage of the heat it will produce.

We will be continuing to work closely in partnership with various stakeholders to enable this potential to be realised.

Our message to policy makers is that the strategy process should be a consolidation of the current direction of travel. This will reinforce the plans initiated by arc21 over a decade ago.

This Corporate Plan incorporates a flexible perspective to take account of not just an ever changing environment but one where the rate of change is likely to be greater, not least through the Review of Public Administration and a changing strategic context.

John Quinn
Chief Executive

About the Corporate Plan 2015-2016

The Corporate Plan sets out what we at arc21 must do - within the means available to us - in order to meet the expectations of our stakeholders. In developing the plan we have consulted widely as we move into a new planning period. Engaging with key stakeholders was central to the development of this plan.

Based on what we have learnt (and there was a good deal of common ground) the plan commits the organisation to 11 specific objectives and a series of initiatives and performance targets within a timetable that covers a one year period from April 2015 to March 2016.

There is some flexibility to allow for unforeseen events, however we will direct the use of our resources in pursuit of the strategic objectives and priorities for action, which are set out in this document.

Strategy at a Glance

The strategy is illustrated in graphical form below:



Mission, Values and Vision

We are quite clear that our mission is about sustainable waste management with a focus on what needs to be done to make this happen and leading to measurable public benefit and value derived from recovery, reuse and recycling. In serving our Councils, we serve also the wider community that makes up the eastern region. We have attempted to capture this in the following statement of mission.

Our mission is:

“Working with our partners to prevent, recover and dispose of waste.”

In pursuing our mission arc21 has adopted four fundamental **core values** (see Table 1 below) that will be evident in everything Members, staff and stakeholders do on behalf of arc21. These are guiding principles that permeate every decision we make and everything we do.

Table 1: arc21 Core Values

Values	Our Commitment
Integrity	We will be accountable and trustworthy in how we exercise our responsibilities. We will treat our staff and stakeholders with respect and we will act in a fair and equitable way.
Sustainability	We will take into account the social, economic and environmental consequences of what we do and how we do it.
Public Interest	We will seek to make decisions with value for money and the best interests of the general public in mind.
Excellence	We will provide the highest quality of services possible within the resources available to us and we will continuously strive to improve.

Vision for arc21

We are committed to working in partnership with others to ensure that the community we serve has access to exemplar waste management processes. In an ideal world we would hope to transform to a waste disposal authority model of governance for arc21 in line with our policy position and we will continue to argue the case for this because we believe that it is in the public interest and will offer the most effective, sustainable and efficient way of managing our waste.

In pursuing our plan we will work to realise our vision for:

- A shift in mind-set towards considering the circular economy and waste as a resource;
- Continuous progress towards minimising waste to landfill and momentum towards a zero target;
- A modern, sustainable infrastructure enabling the community to recover waste, taking into account social, environmental and economic impacts;
- A community actively engaged in waste recovery activities;
- Harmonisation of waste policies and practices;
- Excellent services, offering value for money to satisfied customers; and
- A waste disposal authority model for arc21.

Strategic Context: Issues and Challenges Going Forward

Our corporate plan, if it is to be taken as credible and real, must take account of the circular economy, the social, economic and environmental change that is happening out there in the marketplace and in our communities. The following section highlights some of the main issues and challenges that we believe arc21 will face over the next year to March 2016.

Economic Recovery

Reports are emerging that suggests that the economy is beginning to show some signs of recovery.

However there will continue to be pressure on Councils and Central Government to keep rates and charges as low as possible and therefore any plans that require additional expenditure will need to be carefully justified.

There will be financial pressures on both businesses and individuals. This will add to the pressure to keep costs low and potentially limit the scope for development of services.

There has been a well established link between the state of the economy and waste arisings. It is interesting to note that Council municipal waste arisings for 2013-2014 have shown an increase for the first time since the onset of the recession.

Modernisation and Reform

The Review of Public Administration has brought about the most significant change in the local government sector in Northern Ireland since 1972.

Numerically, the 26 Councils will become 11 with 6 of these new Councils being the Constituent Councils of arc21.

Resource Efficiency	<p>To realise the inherent value in the materials we currently throw away it is important to have the right infrastructure network in place to maximise the benefits that come with being a highly resource efficient ‘recycling society’ providing a strong support mechanism for the circular economy.</p> <p>The European Commission is currently considering a revised circular economy policy package that may impact on Councils in the medium to longer term.</p>
Waste and Energy Sectors	<p>Over the coming years there is likely be an increased recognition of the contribution to energy security and renewable fuels that the waste sector can contribute. In Northern Ireland there are some policy integration challenges to overcome and arc21 will have to provide a strong voice, and an evidence base, to allow adequate policy formulation and alignment so that the benefits available elsewhere in the UK and EU can be realised.</p>
Alternative Funding Sources	<p>It is envisaged that the pressures on the public sector for capital and resource funding will remain significant for the next few years. It will be important for arc21 to be informed and agile in seeking and configuring itself (e.g. working with partners) to make itself eligible for viable sources of funding from NI, UK and EU institutions.</p> <p>The potential for arc21 to realise funding from the Treasury sponsored Financial Transactions Capital scheme has been recognised in the latest allocations to the Department of the Environment budget for 2015-2016.</p>
Maintaining Quality of Service	<p>Despite problems in the wider economy, arc21 will do everything within its means to maintain service quality. Citizens will still expect excellent services from their Councils and, on their behalf, from arc21.</p>
Sustainability	<p>Government is committed to sustainability and will expect, and in some cases demand, the social, economic and environmental impacts to be a factor in public decision-making. arc21 will be required to make its contribution to the achievement of the circular economy and sustainable development in Northern Ireland.</p>

Waste
Management

The Department of the Environment is primarily responsible for the implementation of the Northern Ireland Waste Management Strategy and arc21 will contribute to this through the Waste Programme Board and its sub group, the Waste Coordination Group and other fora.

There will be no let up in the drive to deal with residual waste and achieve stretching recycling targets for municipal waste. This is necessary to meet targets that will become mandatory under the revised Waste Framework Directive.

Strategy Overview

We have developed a corporate strategy that we believe will deal with some of the issues highlighted above and get the best value possible from the resources allocated to arc21. The overall thrust of the plan lies in a strategy that starts out to do more for our partners and to do it better. This will centre on the core areas of:

- Delivering a strong partnership-based organisation that can make a positive contribution to the circular economy;
- Procuring infrastructure and services for arc21 Constituent Councils;
- Managing contracts for waste recovery and disposal; and
- Influencing policies and resource allocation with a firm conviction that the best future arrangement lies in having a waste disposal authority model subject to continuing consensus within our Councils.

Strategic Objectives and Priorities for Action

In order to be true to our mission, and maintain a focus on the areas that are most important, we have adopted a set of strategic objectives to frame our work over the next planning period 2015-2016. If we can achieve these objectives, we will make great progress towards achieving the arc21 vision.

The first set of objectives is aimed at **servicing our customers, community and stakeholders** and responding to their needs and expectations. We recognise that these can only be achieved in an efficient and effective way by **improving our processes** and **managing our resources** well. Of course none of this will be possible if we do not **develop and motivate our people** by ensuring that they have the capacity to lead, manage and deliver in their area of work.

This overall approach will ensure we have a “balanced strategy”.

In summary, we have grouped our 11 objectives into four main sets as follows:

Servicing Community and Stakeholders (SCS)

SCS.1 Maintain and contribute to the implementation of the Waste Management Plan for the period beyond 2015 in compliance with legislative requirements and wider policy objectives.

SCS.2 Ensure the provision of infrastructure and continuity of services and supplies.

SCS.3 Promote, educate and influence others on waste minimisation and recovery, both directly and in partnership with others.

Improving Processes (IP)

- IP.1 Strengthen arrangements with all stakeholders to aid delivery of effective and efficient waste management solutions.
- IP.2 Review and modernise arc21 structures and governance processes following the operational commencement of the new 6 constituent councils in April 2015.
- IP.3 Improve the quality and stability of all systems and maintain external quality assurance where appropriate.

Learning and Growth (LG)

- LG.1 Ensure all staff are fully engaged and motivated.
- LG.2 Review organisational design to keep it fresh and fit for purpose.
- LG.3 Provide relevant support for the development of elected Members and Council Officers in their new roles.

Managing Resources (MR)

- MR.1 Achieve financial and performance targets.
- MR.2 Demonstrate high standards of financial assurance and risk management.

Corporate Scorecard for the Period 2015-2016

The corporate scorecard below is designed to show what we intend to do to achieve our objectives and how we will measure success. This will enable our community and stakeholders to hold us to account for our actions as the corporate plan unfolds.

Serving Community and Stakeholders					
Objectives	Priorities for Action	Measures	Targets	Action	Revised Target
SCS.1 Waste Management Plan.	a) Consider if the Waste management Plan requires to be amended in light of the changes to the constituent councils.	Examine context and contents of plan(s) against statutory requirements	Aug 2015	Consult with the DOE	
SCS.2 Ensure the provision of infrastructure, services and supplies.	a) Conclude the procurement processes for the provision of services to treat residual waste. b) Secure regulatory approvals in respect of the permanent treatment infrastructure for organic waste. c) Ensure the provision of suitable contractual arrangements to process kerbside collected co mingled dry recyclables d) Assist councils in consideration of future collection regimes with a particular focus on food waste and dry recyclables. e) Identify and maximise funding support by continuing engagement with Local Government, Central Government, European Commission and other strategic partners.	Determination of procurement process Regulatory approvals in place Procurement of new contracts for processing of dry recyclables Consider appropriate research and studies to provide evidence base Utilise Financial Transactions Capital Funding	Jan/Mar 2016 Mar 2016 Oct/Nov 2015 Aug 2015 Ongoing to March 2016	Progress to the award of the contract Submit relevant applications to the various regulatory authorities Progress with the procurement for co-mingled dry recyclables Examine appropriate methodology to undertake work Engage with Central Government to progress application for funding support	

Objectives	Priorities for Action	Measures	Targets	Action	Revised Target
	<p>f) Update and Maintain accredited quality standards for the provision of services.</p> <p>g) Continue to provide high standard of service to key stakeholders.</p>	<p>ISO 9001</p> <p>Maintain Governance Excellence</p> <p>Customer Surveys</p>	<p>Mar 2016</p> <p>Mar 2016</p> <p>90% satisfaction level</p>	<p>Arrange appropriate external audit inspections</p> <p>Arrange appropriate external audit inspections</p> <p>Undertake survey in Jan/Feb 2016</p>	
<p>SCS.3 Promote, educate and influence others on waste minimisation and recovery.</p>	<p>a) Focus on activities associated with the residual waste treatment project and improvements to enhance materials recycling.</p> <p>b) Participate in regional and sub-regional initiatives in conjunction with partners.</p> <p>c) Provide a mobile education vehicle service and ensure equitable access to Constituent Councils.</p>	<p>Implementation of communications plan</p> <p>Develop a campaign aimed at improving participation and capture of targeted material</p> <p>Ensure mobile vehicle is available for use by all constituent councils throughout the year</p>	<p>Ongoing to Mar 2016</p> <p>1 campaign per annum</p> <p>Minimum of 200 days per annum usage and in 200 locations</p>	<p>Maintain Communications Plan in conjunction with the Bidder.</p> <p>Develop campaign in conjunction with Council Officers</p> <p>Develop and maintain a programme of visits to Constituent Council areas</p>	

Improving Processes					
Objectives	Priorities for Action	Measures	Targets	Action	Revised Target
IP.1 Strengthen Stakeholder Engagement.	a) Continue to provide a central conduit for interaction with Local Government, Central Government and other agencies on issues of mutual interest.	Attendance at various stakeholder forums e.g. Waste Programme Board, Waste Coordinating Group and Working Groups	100% attendance Monitor relevant consultations	Attend relevant meetings, conferences and other fora Consider and respond to formal relevant consultations	
	b) Continue to work with other Local Government bodies e.g. NILGA, SOLACE, TAG on issues of mutual interest.	Membership of relevant bodies	Ongoing to Mar 2016	Attend relevant meetings of such fora	
	c) Continue to engage with Non-Government Organisations (NGO's), professional bodies, trade organisations, pressure groups and other similar groups on matters of mutual interest.	Membership of relevant bodies Identification and attendance at various events and forums	Ongoing to Mar 2016 Ongoing to Mar 2016	Attend relevant meetings of such fora Attend relevant meetings of such fora	
	d) Strengthen the development of robust relationships with private sector and voluntary sector partners including existing and potential service providers.	Identification and attendance at various events and forums	Ongoing to Mar 2016	Attend relevant meetings of such fora and avail of opportunities that arise to engage with the sector	

Objectives	Priorities for Action	Measures	Targets	Action	Revised Target
IP.2 Review and modernise arc21 structures and governance processes.	a) Review of governance structures and decision making processes aligned to the RPA transformation arrangements.	Governance action plan agreed and implemented	Jun 2015	Engage with Council Officers and Joint Committee	
IP.3 Improve quality and stability of systems.	a) Review and improve robustness and resilience of procedures and systems.	Complete review process	Jun 2015	New system being procured and will be incorporated as required	
		Implement Outcome of Review	Jun 2015	Implement new system	

Learning & Growth

Objectives	Priorities for Action	Measures	Targets	Action	Revised Target
LG.1 Ensure all staff are fully informed, capable and motivated.	<p>a) Provide an effective staff communications strategy to include all RPA developments as they arise.</p> <p>b) Provide training programme for staff to develop skills, knowledge and competency to meet the ongoing needs of their job and anticipated changes.</p> <p>c) Review developments in procurement and contract management and update internal procedures as appropriate.</p>	<p>Deliver regular briefings to staff</p> <p>Undertake staff appraisals and implement Personal Development Plans</p> <p>Undertake biannual review of procurement case law</p>	<p>Quarterly</p> <p>Annually</p> <p>Biannually</p>	<p>Undertake formal staff meetings</p> <p>Carry out appraisals, review training needs of staff and agree personal development plans</p> <p>Engage with legal advisors and attend relevant courses and conferences</p>	

Objectives	Priorities for Action	Measures	Targets	Action	Revised Target
	<p>d) Ensure that appropriate recruitment procedures are in place.</p> <p>e) Undertake initiatives to improve staff morale and motivation.</p>	<p>Competence-based person specifications</p> <p>Levels of attendance</p> <p>Introduce Employee Assistance Programme</p>	<p>As required</p> <p>No more 7 days absence per annum per employee</p> <p>Apr 2015</p>	<p>As required</p> <p>Provide ongoing support to individual staff members, hold regular staff meetings, conduct return to work interviews, engage with external occupational health service providers and review sickness absence at Senior Management Team meetings</p> <p>Agreement with external service provider and implementation of scheme</p>	
LG.2 Review organisational design.	a) Review organisation structure to ensure efficient, effective and economic use of resources and continuing fitness for purpose.	Keep structure under review in conjunction with developments with Constituent Councils	Ongoing to Mar 2016	Keep under review developments with new Councils to ensure that the organisation is aligned to them	
LG.3 Support development of elected members and council officers in their arc21 roles.	<p>a) Produce a bespoke Elected Member Handbook</p> <p>b) Develop a strategic briefing process for Chief Executives.</p>	<p>Develop Handbook Content</p> <p>Develop Draft Communications and Governance Plan for Chief Executives</p>	<p>Jun 2015</p> <p>May 2015</p>	<p>Produce handbook for presentation to Members</p> <p>Consult with Chief Executives to develop and agree a communications strategy</p>	

Objectives	Priorities for Action	Measures	Targets	Action	Revised Target
	c) Ensure that Elected Members and Council Officers are kept appraised of issues relevant to the remit of arc21.	Issue bulletins and communiqués	In advance of Joint Committee meetings	Consult with Elected Members to develop and agree a communications strategy	
		Ensure regular meetings of: Steering Group; Joint Committee; Audit Committee	Monthly Monthly Quarterly	Organise and attend formal meetings	
		Dedicated bilaterals and Council meetings	At least annually	Organise and attend formal meetings	
		Dedicated arc21 conference	Oct 2015	Organise conference	
	d) Submit collective responses to relevant consultation documents as appropriate.	Monitor relevant consultations	Ongoing to Mar 2016	Completion of responses	

Managing Resources					
Objectives	Priorities for Action	Measures	Targets	Action	Revised Target
MR.1 Achieve financial targets and performance ratios.	a) Ensure that the financial strategy of the organisation is consistent with the needs of the services provided.	Approval of estimated expenditure with key stakeholders	Annually	Gain approval of Constituent Councils to Revenue Estimates	
		Managing Budgets	Ongoing to Mar 2016	Monitor budgets regularly	

Managing Resources					
Objectives	Priorities for Action	Measures	Targets	Action	Revised Target
	b) Implement range of Key Performance Indicators to drive continuous improvement.	Monitor Contractual KPI Ratios Compliance with suppliers' contractual payment terms Successful collection of income	Ongoing to Mar 2016 80% of approved invoices Collection of debts within 30 days	Set targets, monitor actual activity throughout the year and report regularly Monitor length of time taken to pay suppliers invoices correctly presented Monitor length of time taken to receive payments from customers	
MR.2 Demonstrate high standard of financial assurance and risk management.	a) Maintain financial systems and controls that meet public accounting standards. b) Manage corporate risks. c) Continue development of Internal Audit Strategy.	Status of audited accounts in compliance with accounting regulations Monitor Risk Registers and Risk Action Plans Implementation of internal audit strategy Monitoring of internal and external Audit Recommendations	On time and unqualified Quarterly Ongoing to Mar 2016 Quarterly by Senior Management Team	Present Accounts in full compliance with accounting regulations and the Accounts Directive issued by the Department of the Environment Engage with Internal Audit and the Audit Committee Engage formally with Internal Audit to review strategy Engage formally with Internal Audit to review position	

Managing Resources					
Objectives	Priorities for Action	Measures	Targets	Action	Revised Target
	d) Ensure maintenance of arrangements for a dedicated forum to undertake scrutiny of financial and associated risk management issues.	Monitoring of internal and external Audit Recommendations.	6-monthly by the Audit Committee	Undertake a formal review	
		Provision of effective Audit Committee	Annual review	Undertake a formal review	
		Provision of effective internal audit service	Annual review	Update the formal governance statement taking into account developments throughout the year	
		Formal Governance Statement	Updated annually	Prepare and present financial reports to the Audit Committee	
		Financial reporting to Audit Committee	Quarterly	Organise formal Audit Committee meetings to update the Committee	

Making it Happen

The Corporate Plan is a strategic document that shows how arc21 plans to organise itself to serve its members and the eastern region community over the next year. arc21 will regularly review its financial, accommodation and human resources to maintain a sustainable balance between service expectation and the mix of resources available to deliver.

Our commitment to regular review of progress against the plan is based on the schedule indicated in Table 2 below.

Table 2: arc21 Planning and Review Cycle

Planning Level	Involvement and Expectation
Members	<p>Six monthly review of performance against Corporate and Business Plans.</p> <p>Annual review of the Corporate Plan by Joint Committee members each year.</p>
Steering Group	<p>Six monthly review of performance against Corporate and Business Plans.</p> <p>Annual review of the Corporate Plan by Steering Group members each year.</p>
Managers	<p>Quarterly review of performance against Corporate and Business Plans.</p>
Staff	<p>Annual review of Corporate Plan and involvement in developing specific activities in support of the Business and Service Plans.</p>

Appendix I

Profile of arc21

Following the formal decision by the new 6 Councils to reconstitute arc21 in line with the new Council structures becoming operational in April 2015, engagement took place with the Department of the Environment to ensure that the necessary changes to the vires were made that would enable arc21 to become fully functional.

The 6 Constituent Councils approved the Terms of Agreement, under which the arrangements with arc21 and between each Council would be operated and these Terms of Agreement formed the basis upon which the Department was able to issue a new Statutory Instrument- the Local Government (Constituting a Joint Committee a Body Corporate) Order (Northern Ireland) 2015.

This Order became effective on 1 April 2015.

The Constituent Councils of arc21, following the reform of local government, are as shown below.

Antrim and Newtownabbey Borough Council
Ards and North Down Borough Council
Belfast City Council
Lisburn & Castlereagh City Council
Mid & East Antrim Borough Council
Newry, Mourne and Down District Council

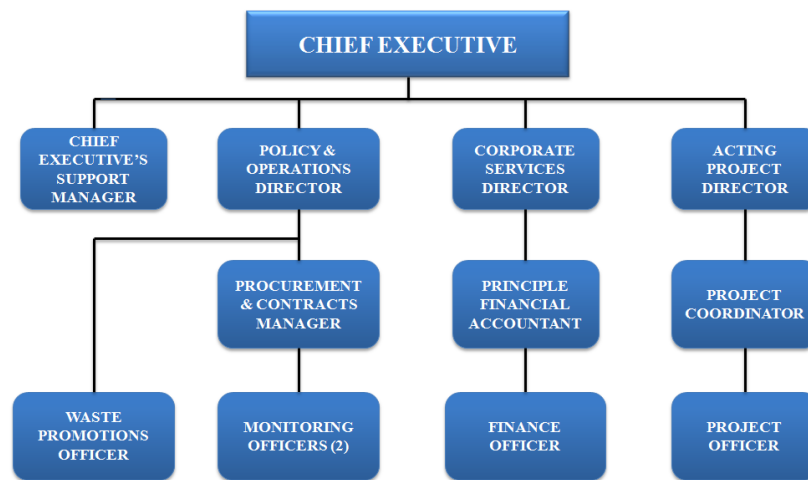


Statistics

The population in the arc21 administrative area is 1,079,800 which is the equivalent of 59% of the population in Northern Ireland.

The arc21 Constituent Councils managed 554,906 tonnes of municipal waste in 2013-2014 which accounts for just over 60% of the waste managed by all the Councils in Northern Ireland. The collective household recycling rate for the arc21 administrative area is 41.4% for the year 2013-2014.

Organisational Chart



Joint Committee

The Joint Committee is made up of 18 Elected Members nominated from each of the Constituent Councils and is the formal decision making body.

Audit Committee

The Audit Committee is a key component of the corporate governance arrangements within arc21 and is made up of Elected Members from the Joint Committee supported by a range of Officers with relevant financial technical, management and operational skills to facilitate their requirements.

arc21 Establishment

The staff at arc21 is responsible for the day to day functional activities of the organisation, led by the Chief Executive.

Steering Group

The Steering Group comprises the Chief Executives and Directors from each of the Constituent Councils and is the key vehicle for discussion and recommendations being prepared for the Joint Committee.

Working Groups

A number of working groups have been established to provide important support in relation to the implementation of the Waste Management Plan. There are three main working groups established, the Operational Working Group, the Finance Officers Working Group and the Recycling Officers Working Group.

The Operational Working Group has been established to provide an appropriate level of technical and operational expertise in support of the specific waste policies being implemented.

The Finance Officers Working Group has been established to provide expertise on matters which have a financial or commercial impact on the issues under consideration.

The Recycling Officers Working Group provides a useful network forum for field Officers and for the implications of implementing the waste management plan to be observed at ground level.

arc21 Joint Committee 2015/16

COUNCIL	NAME	PARTY
Antrim and Newtownabbey	Councillor Jim Bingham	UUP
	Alderman Mark Cosgrove	UUP
	Councillor Nigel Kells	DUP
Ards and North Down	Alderman Angus Carson	UUP
	Alderman Robert Gibson	DUP
	Alderman Alan Graham	DUP
Belfast City	Councillor Ross Brown	Green Party
	Councillor Jolene Bunting	TUV
	Councillor Gerry Carroll	PBPA
Lisburn & Castlereagh City	Councillor Owen Gawith	Alliance
	Councillor Luke Poots	DUP
	Alderman James Tinsley	DUP
Mid & East Antrim	Councillor Beth Adger MBE	DUP
	Councillor Declan O'Loan	SDLP
	Councillor Ruth Wilson	TUV
Newry, Mourne and Down	Councillor Dermot Curran	SDLP
	Councillor Stephen Burns	Sinn Fein
	Councillor Garth Craig	DUP