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ANNEX A

The Seven Principles of Public Life

In 1995, the Committee on Standards in Public Life defined seven principles, which should underpin the actions of all who serve the public in any way. These are:

Selflessness

Holders of public office should take decisions solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

ANNEX B

THE MACHINERY OF GOVERNMENT, WHERE DFC RECEIVE ITS AUTHORITY TO FUNCTION

Minister for Communities

All functions carried out by the Department are exercised subject to the direction and control of the Minister for Communities. The Minister is responsible and accountable to the Northern Ireland Assembly for all policies, programmes and actions of the Department and its ALBs.

Communities Committee

The Assembly's Committee for Communities advises and assists the Minister for Communities by undertaking a scrutiny, policy development, and consultation role in respect of key activities of the Department. The Minister may be accompanied by, or represented at Committee sessions by relevant officials.

The Role of the Department of Finance (DoF)

The Department of Finance takes the lead in coordinating budget exercises, and in-year monitoring rounds which provide all NICS Departments with the opportunity to review their spending plans. This is performed both in-year (via the three in-year monitoring rounds), and for future financial years (normally a three year budgeting process).

DoF Supply acts as the main conduit between the Department, accounting staff (Accountability & Financial Management Division) in DoF, and DoF budgeting staff (Central Expenditure Division). DoF Supply colleagues also provide approval of business cases submitted by the Department which are outside of the departmental delegated limits. They also provide the Department with advice and guidance on all regularity and propriety issues.

The Transfer of Functions Order (Northern Ireland) 2016

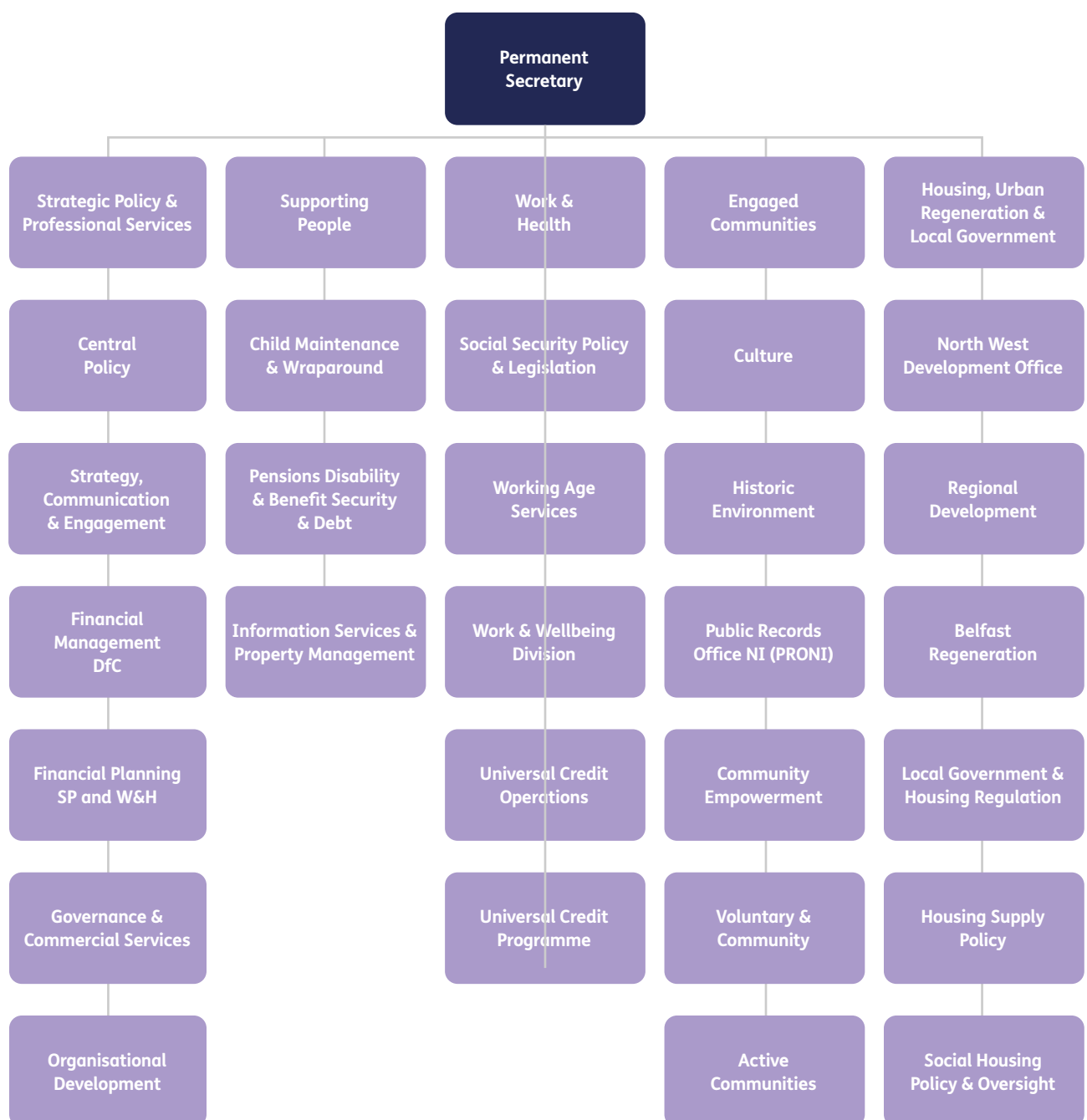
Defines the post departmental restructuring transfer of functions which are exercisable by the Department for Communities. Further detail can be found using the following web link: <http://www.legislation.gov.uk/nisr/2016/76/made>

Budget Act

Authorisation of annual NICS expenditure, and allocation of funding to NI Departments, is secured under the Northern Ireland Budget (Anticipation and Adjustments) Act 2019. Through parliamentary progressing of this Act DfC receives its annual allocation of approved funding, and authorisation to conduct its Departmental expenditure.

ANNEX C

DFC SENIOR MANAGEMENT STRUCTURE



ANNEX D

DEPARTMENTAL MANAGEMENT BOARD OPERATING FRAMEWORK

1. Purpose

In order to support the Minister, the Permanent Secretary as Accounting Officer has established a Departmental Management Board (the Board). The Board supports, and where appropriate challenges, the Permanent Secretary in their oversight of the Department, including the Department's corporate governance arrangements. The Board itself is a core element of the Department's corporate governance framework, agreeing other elements and, through its scrutiny role, overseeing the policies, plans and effectiveness of those other elements. As policy is determined by the Minister, it is the Board's role to advise on policy only. The Board will discuss policy in the context of analysing options and setting and directing the strategic planning processes which ensure the delivery of Ministerial policy decisions and the operational management of their implementation.

2. Membership

The Board is chaired by the Permanent Secretary of the Department. The Board Chair is responsible for the appointment of all the Board members and the appraisal of their performance through the Department's

Performance Management system. The Board should have a balance of skills and experience appropriate to fulfilling its responsibilities. The membership of the Board should be balanced, diverse and manageable in size.

The other Executive members of the Board are:

- Deputy Secretary - Strategic Policy and Professional Services
- Deputy Secretary - Supporting People;
- Deputy Secretary – Housing, Urban Regeneration & Local Government
- Deputy Secretary Engaged Communities
- Deputy Secretary Work & Health.

There are also up to 2 Non-Executive Board Members.

The following also attend Board meetings:

- Directors of Financial Management

Other senior Departmental or NICS HR staff may be invited to attend for specific items.

The Permanent Secretary's Office will provide a Board secretariat. The secretariat will be responsible for ensuring compliance with Board procedures and recording any conflicts of interest declared at board meetings.

The secretariat will maintain an induction pack and programme for new members. All new members will receive appropriate induction in the Board's responsibilities and procedures.

3. Responsibilities

Responsibilities of the Chair

The role of the Chair at Board meetings is to:

- facilitate Board meetings
- ensure that systems are in place to provide Board members with accurate and timely information of good quality to allow the Board to consider properly all matters before it
- ensure that a Board effectiveness review is performed annually, with independent input at least every three years, and that results are acted upon
- ensure Board adherence to the principles set out in Corporate Governance in Central Government Departments: Code of Good Practice NI 2013

Responsibilities of Executive

Board Members:

In undertaking their role, each Executive member must:

- discharge the responsibilities of their particular post taking full account of the interests of, and implications for, the remits of other Board members and the Department as a whole
- adopt a corporate approach in participating in all Board decisions and discussions, in particular those concerned with the development of strategic and business plans and the allocation of resources

Responsibilities of Non-Executive Board Members

The primary role of the Non-Executive members is to contribute to the good governance of the Department. Non-Executive members should be prepared to offer constructive challenge with a view to ensuring that all aspects of strategy and delivery are scrutinised for effectiveness and efficiency.

In particular, responsibilities of the Non-Executive members should include:

- participating fully in the formulation of business planning, strategy development and audit and risk management
- participating fully in the process of monitoring the Department's progress towards meeting agreed objectives and targets

4. Objectives

The objective of the Board is to provide collective leadership for the Department through:

- **Strategic Clarity**

Setting the vision and/or mission and ensuring all activities, either directly or indirectly, contribute towards it; long-term capability and horizon scanning, ensuring strategic decisions are based on a collective understanding of policy issues; using outside perspective to ensure that the Department is challenged on outcomes.

- **Commercial Sense**

Approving the distribution of responsibilities; advising on sign-off of large operational projects or programmes; ensuring sound financial management; scrutinising the allocation of financial and human resources to achieve the plan; ensuring organisational design supports attaining strategic objectives; setting the Department's risk appetite and ensuring controls are in place to manage risk; evaluation of the Board and its members, and succession planning.

- **Skills Development**

Ensuring the Department has the capability to deliver and has plans to meet current and future needs.

- **Results Focus**

Agreeing the Departmental Strategy and the operational Business Plan, including setting strategic aims and objectives; monitoring and steering performance against plan; scrutinising performance of sponsored bodies through sponsor arrangements; and setting the Department's standards and values.

- **Management Information**

Ensuring clear, consistent, comparable performance information is used to drive improvements.

In order to achieve these objectives, a formal schedule of matters always dealt with by the Board – that is, those which should not be delegated within the Department – is maintained. This covers decision-making in relation to the following matters:

- setting strategic direction through the Departmental Strategy and Business Plans to achieve Ministerial objectives and NICS Work Programme commitments
- agreeing and promoting the Department's vision and values
- financial planning and management, including allocation of resources to match delivery requirements and in-year monitoring and management of expenditure
- monitoring departmental performance against objectives and targets and assessing the risks to delivery
- monitoring overall financial position of the Department
- monitoring progress against PfG commitments
- risk management policies, registers, and the risk appetite of the Department
- finance, human resources and IT strategies affecting long term capability of the Department
- budget allocation
- corporate governance arrangements within the Department and its ALBs
- scrutiny of performance of sponsored bodies through established sponsor arrangements

5. Matters reserved for the Board

The Board is responsible for approving the Department's:

- strategy and annual business plan
- budget and any amendments;
- risk management framework, including risk appetite
- people strategy and people plan, incorporating the workforce plan
- corporate governance framework
- terms of reference for sub-committees
- health & safety strategies and action plans
- asset management strategy
- workplace strategies and action plans
- digital strategy and action plan
- learning and development plan and consideration of the learning and development annual report

The Board expects to receive reports on significant matters delegated to Directors on performance against internal targets and commitments including:

- progress on delivery of workplace, people and digital strategies and plans
- freedom of information
- equality unit progress
- legislation
- corporate social responsibility
- climate change action plans
- use of consultants
- update on key activities and developments on fraud

- emergency planning arrangements
- progress on delivery of department's procurement plans

The main categories of information considered at Board meetings include:

- progress against strategic objectives and Business Plan targets
- progress and status of significant projects
- performance against key efficiency metrics
- risk management
- management information relating to use of resources compared to budgets

6. Rights

The Board may:

- invite ALBs, other staff or individuals to attend the Board as deputies, observers or to present a paper
- co-opt additional members to provide specialist skills, knowledge and experience
- procure specialist ad hoc advice

7. Meetings

The Board will normally meet every 6 weeks and an agenda and papers will be circulated at least 5 working days in advance of the meeting. The Board maintains a work programme which is developed on a rolling basis. It includes matters always dealt with by the Board; matters that are delegated but where the Board expects to receive reports for approval or decision as necessary; and the usual governance, expenditure, risk management and performance reports.

A minimum of four members must be present for the Board to be deemed quorate. Attendance of core membership is important but in exceptional circumstances deputies may attend with prior approval of the Chair. Deputies should have full delegated authority to make decisions and approve documentation on behalf of the appropriate member.

Members should attend Board meetings and sub-committee meetings regularly, attend events when required and contribute to discussions. Decisions should be taken both corporately and objectively, acting in the public interest in keeping with the Nolan principles of public life.

Where members have concerns about the running of the Department or a proposed action which cannot be resolved, they should ensure that these are recorded in the minutes.

8. Conduct

When discussing issues that affect the whole Department, each member of the Board has a responsibility to act in the best interests of the Department as a whole.

Members will be expected to take a corporate view of issues ahead of their specific business area interests, insofar as this is not inconsistent with Accounting Officer responsibilities, to rigorously examine and challenge all corporate issues before the Board and to do so in a constructive way.

Independent members will:

- provide constructive challenge across the Board's business
- provide a fresh, objective perspective and new ideas
- seek to add rigor to Board processes
- bring their specific expertise and experience to Board discussions

Board members show leadership by promoting agreed values and standards and by applying the principles of public life as set out in Annex I of the DfC Governance Framework. They act as role models for others within the organisation in terms of standards of personal behaviour.

9. Register of Interest

Board members are responsible for advising the secretariat of any external interests which may conflict with Board business. A Register of Board Interests is held by the Governance Unit and Board members should be familiar with arrangements for declaring interests.

The Board considers any conflict of interest with Board business at the start of each Board meeting:

- the member with such an interest will explain the nature of the interest
- the Board will determine if a conflict does or may exist and if so in what circumstances
- the Board will agree on how the Board member's contribution to the departmental matter should be handled (e.g. by not contributing to the decision in question or

removing themselves for this part of the agenda). This will be recorded in the minutes of the meeting

10. Gifts and Hospitality

Board members are required to hold and maintain a Register of Gifts and Hospitality to record any offers in accordance with current NICS policy.

11. Minutes of Meetings

The business conducted at the Board, and actions required, are recorded in minutes prepared by the Departmental Coordination Team. The formal minutes will be posted on the Department's website.

12. Written Papers

Exceptionally (e.g. where a Board-approved response to a request is required by a deadline which precedes the next Board meeting), a paper may be distributed by the Board Secretariat to Board members for agreement by 'correspondence'. The content need not be further discussed, but will be formally ratified at the next Board meeting.

13. Sub-Committees

The Board may establish sub-committees to oversee and/or provide advice to the Board on specific areas of work. The chairmanship and Terms of Reference of such sub-committees are established by the Board. Sub-committees can be either time-bound or permanent, depending on the nature of the work. The Department has the following permanent sub-committees:

- Departmental Audit and Risk Assurance Committee - this operates in accordance with DoF guidance and the Audit and Risk Assurance Committee Handbook (NI). The Committee should be chaired by a Non-Executive Board Member, with at least one committee member having recent and relevant financial experience. The Committee, on behalf of the Departmental Management Board will review, prior to publication, the draft Department's Annual Report and Accounts, including the Governance Statement. Terms of Reference are attached at Annex F
- Departmental Information Assurance Committee – this Committee will be chaired by the Deputy Secretary for Supporting People Group and will be attended by relevant Information Asset Owners. Terms of Reference are attached at Annex H
- Policy and Strategy Sub-Committee – newly established in 2020-21 this Committee is chaired by the Deputy Secretary of the Strategic Policy and Professional Services Group, who serves as SRO for delivery of the Department's Strategy. Membership consists of all remaining DfC Deputy Secretaries and relevant DfC Directors. Terms of Reference are attached at Annex J
- People and Resource Sub-Committee – newly established in 2020-21 this Committee is chaired by the Deputy

Secretary for SPPS Group, and membership consists of all remaining DfC Deputy Secretaries. Terms of Reference are attached at Annex K

14. Reporting

All sub-committees will report regularly to the Board on their work and will provide copies of their minutes.

15. Arm's Length Bodies

The Board defines the relationship of the Department with each of its ALBs, including strategic decisions relating to:

- establishment
- status
- structure
- change of status
- changes of scope
- mergers
- review

The Board is responsible for ensuring oversight of each of its ALBs through suitable sponsorship arrangements.

16. Review/Evaluation

The Board Operating Framework will be kept under continuous review and will be formally updated and approved by the Board on an annual basis.

The Board will conduct an annual evaluation of its performance with independent input at least every three years. This will include a review of the mix and balance of skills and understanding of Board members to ensure they remain appropriate. The Board will ensure that the results from annual performance reviews are acted upon.

ANNEX E

DEPARTMENTAL MANAGEMENT BOARD SAMPLE AGENDA

Below is a Sample Agenda of the Departmental Management Board:

Item Number	Time Allocated	Agenda Item	Objective
1. Chairs Business			
		Conflicts of Interest	
		Minutes of Previous Meeting and Actions	
2. Strategic Overview			
	30 mins	Strategic Departmental & Business Issues	Members report by exception
3. Items for Discussion/ Approval			
	30 mins	Museum Services in NI	Discussion/Approval
	30 mins	Stewardship Report	Discussion/Approval
	20 mins	Governance Statement	Discussion/Approval
	20 mins	Asset Management Plan	Discussion/Approval
	20 mins	Good Record Keeping for Good Government	Discussion/Approval
	20 mins	Report on Business Plan	Discussion/Approval
4. Any Other Business			
		AOB	
5. Papers circulated to note			
		Equality Unit Progress Report	

Minutes of monthly Departmental Board meetings are published on the DfC internet:

<https://www.communities-ni.gov.uk/publications/departamental-management-board-minutes>

ANNEX F

DEPARTMENTAL AUDIT AND RISK ASSURANCE COMMITTEE (DARAC) - TERMS OF REFERENCE

1. Purpose

The Departmental Management Board (the Board) has established an Audit and Risk Assurance Committee to support it in its responsibilities for issues of risk, control and governance across the Department. It does so by reviewing the comprehensiveness of assurances in meeting the Board and Accounting Officer's assurance needs and reviewing the reliability and integrity of these assurances. It has no executive powers.

2. Membership

The Departmental Audit and Risk Assurance Committee (DARAC) consists of up to 2 Non-Executive Board Members, one of whom will serve as Chair and one of whom will serve as Deputy Chair, and up to 2 Independent Members.

Membership is as follows:

- John West (Non-Executive Member)
– Chair
- Duncan McCausland (Non-Executive Member) – Deputy Chair
- Seamus Wade (Independent Member)
- Emer Morelli (Independent Member)

Other attendees are:

- Accounting Officer (Permanent Secretary)
- Deputy Secretary for Strategic Policy & Professional Services
- Director of Financial Management
- Director of Governance and Commercial Services
- Head of Governance
- Head of Internal Audit
- NIAO representatives

Other Deputy Secretaries may be invited to attend for items relating to their business area. In addition each Deputy Secretary will be scheduled to attend DARAC meetings across the year to discuss key risks in their operational areas.

The Committee will be provided with a secretariat function from the Governance Unit.

3. Responsibilities

The Committee will review assurances and advise the Board and Accounting Officer on:

- the strategic processes for risk, control and governance and the Governance Statement
- the accounting policies, accounts, and Annual Report of the Department, including the process for review of the accounts prior to submission for audit, levels of error identified, and

management's letter of representation to external auditors

- the planned activity and results of both internal and external audit in relation to the Department, ALBs and other sponsored bodies (including NIAO reports and VFM studies)
- adequacy of management response to issues identified by audit activity, including Reports to Those Charged with Governance
- assurances relating to the management of risk and corporate governance requirements for the Department
- fraud, raising concerns (whistleblowing), declaration of interests, gifts and hospitality policies
- arrangements for special investigations

The Committee will also review its own effectiveness on an annual basis and report the results of that review to the Board.

4. Rights

The Committee may:

- co-opt additional members for a period not exceeding a year to provide specialist skills, knowledge and experience
- procure specialist ad hoc advice at the expense of the Department, subject to budgets agreed by the Board

5. Access

The Head of Internal Audit and the representative of External Audit will have free and confidential access to the Chair of

the Committee. The Chair will meet at least annually with the Head of Internal Audit and Director of NIAO. The Chair also has access to officials to discuss issues of concern at any time throughout the year.

6. Meetings

- the Committee will meet at least four times a year. The Chair may convene additional meetings as deemed necessary
- a minimum of three members of the Committee must be present for the Committee to be deemed quorate
- the Committee may ask officials of the Department to attend to assist it with its discussions on any particular matter
- the Committee may ask any or all of those who normally attend and who are not members to withdraw to facilitate open and frank discussion of particular matters
- the Board or the Accounting Officer may ask the Committee to convene further meetings to discuss particular issues on which they want the Committee's advice

7. Information Requirements

5 working days before each meeting the Committee will be provided with:

- a report summarising any significant changes to the Department's Corporate Risk Register
- a progress report from the Head of Internal Audit summarising –
- work performed (and a comparison with work planned)

- key issues emerging from Internal Audit work
- management response to audit recommendations
- changes to the Periodic Plan
- any resourcing issues affecting the delivery of Internal Audit objectives
- a progress report from the NIAO summarising work done and emerging findings
- updates on Direct Award Contracts
- a report on co-operation between Internal Audit and external audit
- the Department's Risk Management Framework
- ad-hoc papers on issues relating to risk management/ governance and/or internal control within the Department or its ALB's
- updates on fraud and Raising Concerns (Whistleblowing)

As and when appropriate the Committee will also be provided with:

- proposals for the Terms of Reference of Internal Audit
- the Internal Audit Strategy and update against plans
- the Head of Internal Audit's Annual Opinion and Report
- quality assurance reports on the Internal Audit function
- the draft interim accounts and Annual Report & Accounts of the Department
- the draft Governance Statement
- summary of key information from Assurance Statements
- a report on any changes to accounting policies
- Reports to Those Charged with Governance
- a report on any proposals to tender for audit functions

The above suggests minimum requirements for the information which should be provided to the Committee. Members will be provided with other documentation as required, for example, individual Internal Audit assignment reports, outcome of test drilling of business cases and Post Project Evaluation updates.

The Committee secretariat will prepare an annual programme of work to reflect above.

8. Reporting

- the Committee will formally report in writing to the Board and Accounting Officer after each meeting
- the Committee will provide the Board and Accounting Officer with an Annual Report, timed to support finalisation of the accounts and the Governance Statement, summarising its conclusions from the work it has done during the year

9. Register of Interests

Members will alert the Chair and/or Secretariat of any issues on which they might have a conflict of interest. This will be recorded by the Secretariat and the Register of Interests updated. The Committee as a whole should consider how matters on which a member may have a conflict of interest will be handled.

10. Competency Framework

All members of the Committee should have, or acquire as soon as possible after appointment:

- understanding of the objectives of the Department and current significant issues
- understanding of the Department's structure, including key relationships such as that with ALBs and North/South Bodies
- understanding of the Department's culture
- understanding of any relevant legislation or other rules governing the Department
- broad understanding of the government environment, particularly accountability structures and current major initiatives

The Committee should corporately possess knowledge / skills / experience (as appropriate and required) in:

- accounting
- risk management
- audit
- technical or specialist issues pertinent to the Department's business
- experience of managing similar sized organisations
- understanding of the wider relevant environments in which the Department operates
- detailed understanding of the government environment and accountability structures

11. Review

These Terms of Reference will be kept under continuous review and will be formally updated annually for the Board's approval.

ANNEX G

DEPARTMENTAL AUDIT AND RISK ASSURANCE COMMITTEE (DARAC) - SAMPLE MEETING AGENDA

Below is a Sample Agenda of the Departmental Audit and Risk Committee:

Item Number	Time Allocated	Agenda Item	Objective
1. Chairs Business			
		Conflicts of interest	
		Minutes of last meeting	
		Action Points (Previous DARAC and Focus Sessions)	
2. Key Issues & Risks			
	20 mins	Deputy Secretaries Update:	
3. Internal Audit			
	10 mins	External quality assessment of Group Internal Audit Service	Outcome of the NICS Group Internal Audit Service
4. Finance			
	5 mins	Finance Report	Verbal Finance update
5. Governance			
	20 mins	Quarterly Risk & Assurance Report Corporate Risk Register ALB Risk Assessments and Information Summary	Review risks and issues arising from the Departments integrated assurance process, including matters highlighted in respect of sponsored bodies and issues from the Governance Report Quarterly update on Corporate Risks Quarterly update on all ALB Risk Assessments

Item Number	Time Allocated	Agenda Item	Objective
6. Internal Audit			
	20 mins	Internal Audit Plan - Progress Report	Head of Internal Audit Update
7. Northern Ireland Audit Office			
	10 mins	Audit Strategy for the DfC Resource Accounts	NIAO Update (verbal)
8. Any Other Business			
		AOB	
		Emerging issues to be brought to attention of the Committee	
9. Papers circulated for comment and review			
		<ul style="list-style-type: none"> • Governance Report • DoF Assurance Report • LPS Financial Update • Audit Chair's Report • Benefit Fraud & Error • Internal Audit Papers • DIAC Minutes • GDPR Implementation • Information Assurance • Third party Contracts 	

Notes:

- Conflicts of Interest: Members shall proactively declare any conflicts of interest in any agenda at the start of each meeting
- All substantive items must be submitted with a short objective outlining the purpose of the item

ANNEX H

DEPARTMENTAL INFORMATION ASSURANCE COMMITTEE (DIAC)

TERMS OF REFERENCE

1. Introduction

Information assurance is the practice of managing risks related to the use, processing, storage, sharing and transmission of information or data and the systems and processes used for those purposes.

It is essential for the Department to take a strategic approach to the management, use and security of information in such a way as to protect its integrity. This is critical for the efficient and effective conduct of the work of the Department, and to provide the public with the confidence that we can be trusted with their personal data. This requires a sound governance regime supported by appropriate strategies, guiding principles, common frameworks, suitable structures, agreed processes and good practice.

The DIAC established under the Strategic Information Assurance Framework will strengthen our approach to the management and security of information and supporting technology. The DIAC will assist the Accounting Officer and Departmental Management Board in overseeing and carrying

out their responsibilities for the effective and secure use of data in support of the aims of the Department.

2. Responsibilities

- identify monitor and provide advice on the management of departmental information and security risks including cyber and physical environment risks
- quarterly progress reports on accreditation of Departmental systems
- promote adherence to GDPR principles, monitor and make recommendations to ensure compliance
- oversight of all Departmental information assurance issues
- ensure good information and governance principles and policies are adhered to across the Department
- Promote best practice

3. Membership

DIAC will be chaired by Departmental Senior Information Responsible Officer (SIRO). Membership of the Committee will consist of the following:

- departmental Security Officer (DSO)
- knowledge Information Manager (KIM)
- information Technology Security Manager (ITSM)

- departmental Accreditor
- head of Internal Audit
- departmental Head of Technology
- relevant Information Asset Owners as directed by SIRO
- head of Professional Services
- data Protection Officer (DPO)

In addition to the above, other Information Asset Owners would attend by invitation as required.

The Committee may establish sub-groups on data security, as it considers appropriate.

The use of deputies is at the discretion of the core committee members. Deputies should have full delegated authority to make decisions

and approve documentation on behalf of the appropriate member.

4. Meeting Protocol

- frequency – In order to align with quarterly Departmental Management Board, DIAC should meet approximately 2 weeks in advance of each quarterly DMB to allow for an update on progress against the Action Plan progress and production of an assurance report
- agenda Management – The agenda and secretariat for DIAC will be managed by Information Management Branch

5. Review

These Terms of Reference will be reviewed annually in line with the review of the Strategic Information Assurance Framework.

ANNEX I

DEPARTMENTAL INFORMATION ASSURANCE COMMITTEE (DIAC)
- SAMPLE MEETING AGENDA

Below is a Sample Agenda of the Departmental Information Assurance Committee:

Item Number	Agenda Item
1	Welcome and apologies
2	Minutes of last meeting
3	Action Points
4	Security Incidents Report
5	Information Assurance Action Plan
6	DIAC Assurance Statement
7	AOB

ANNEX J

DEPARTMENTAL MANAGEMENT BOARD POLICY AND STRATEGY SUB-COMMITTEE

TERMS OF REFERENCE

Purpose

1. The Departmental Management Board Policy and Strategy Sub-Committee (the Committee) will provide assurance to the Accounting Officer and assist Departmental Management Board (DMB) in ensuring the effective delivery and monitoring of the Department's Five Year Strategy. Through its focus on the Strategy, the Group will oversee the Department's delivery against its Programme for Government (PfG), "New Decade, New Approach" (NDNA) and Ministerial commitments, the operational management of their implementation via the DfC Business Plan, and the ongoing development of the Department's policy making capacity.
2. It will act as a Steering Group in relation to the work of the Department's Policy Excellence Group (PEG), agreeing and overseeing a Workplan which the PEG will be tasked with taking forward.

The 'People' strand of the PEG's Workplan will be overseen by the DMB People and Resources Sub-Committee.

Membership

3. The Committee will be chaired by the Deputy Secretary of the Strategic Policy and Professional Services Group and DfC Policy Champion who will serve as SRO for delivery of the Department's Strategy. Membership will be comprised of:
 - all DfC Deputy Secretaries (Engaged Communities, Supporting People, Work & Health and Housing, Urban Regeneration and Local Government)
 - one Grade 5 from each Group in DfC
 - the Director of Central Policy
 - the Director of Strategy, Communications and Engagement
 - the Director of Governance and Commercial Services
 - the Director of Organisational Development
 - the Head of Professional Services Unit
4. If a Committee member is unavailable to attend a meeting, a deputy may be appointed as necessary.

Responsibilities

5. The role of the Committee will be to:

- a. monitor performance and provide the necessary assurance to the Board in relation to the delivery of the DfC Strategy and ensure all Departmental policies are aligned to its Strategic Priorities and delivering against PfG, NDNA, Ministerial and DfC Business Plan commitments
- b. oversee, scrutinise and monitor policy development, delivery and evaluation across DfC, in line with PfG, NDNA, Ministerial commitments and Departmental Strategy/Business Plan priorities
- c. agree the level of professional support services required to support evidence-based policy development, effective evaluation and operational delivery
- d. provide direction to the Policy Excellence Group (PEG) on actions to be taken forward and monitor its Workplan

6. The Committee will be responsible for:

- a. overseeing and providing assurance to the Board in respect of the DfC Strategy and ensuring that policies are consistent with Strategic Priorities including PfG, NDNA, and Ministerial commitments, and that adequate account is taken of interdependencies and Covid-19 recovery issues

b. monitoring, scrutinising and challenging policy development across the Department, including:

- using the Departmental Policy Register to ensure that all policies listed are aligned to DfC's Strategic Priorities
- undertaking a challenge function where this alignment is not clear
- ensuring continued progress in respect of policy and legislation's contribution to the Strategic Delivery Plan and DfC Business Plan (incorporating risk)
- monitoring Key Performance Indicators to ensure the delivery of the Strategy.

- c. promoting a collaborative approach to policy development and delivery, both within the Department and externally with other departments, our stakeholders and other jurisdictions
- d. overseeing the maintenance of an up to date Departmental Policy Register and ensuring that effective monitoring and evaluation methods are implemented
- e. leading the embedding of good practice in relation to the Department's statutory duties on equality, good relations, disability and rural needs throughout the development, delivery and evaluation of all policies
- f. promoting best practice and innovation in policy-making throughout the Department

- g. promoting evidence-based policy making and fostering effective links between policy makers and the Department's Professional Services Unit in this regard
 - h. providing strategic direction to the PEG and monitoring its effectiveness
7. The Committee will also review its own effectiveness on an annual basis and report the results of that review to the Board.

Meetings

8. The Committee will meet at least four times a year. The Chair may convene additional meetings as deemed necessary.
9. A minimum of two thirds of members must be present for the Committee to be deemed quorate.
10. The Committee may ask relevant Departmental officials to attend to assist it with its discussions on any particular matter. Where appropriate, it may invite individuals and organisations to assist in the delivery of its responsibilities. The Committee may ask any or all of those who normally attend and who are not members to withdraw to facilitate open and frank discussion of particular matters.
11. The Board or the Accounting Officer may ask the Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.

Information Requirements

12. The Committee will be provided with papers five working days before a meeting, including:
- a quarterly highlight report on the DfC Business Plan
 - a biannual report on performance against the outcome measures in the DfC Five Year Strategy
 - a report summarising progress in respect of the PEG Workplan
 - a summary of key issues emerging from the work of the PEG
 - an up to date copy of the Policy Register

Administration

13. The Committee will develop a programme plan to be updated annually on a rolling basis.
14. The work of the Committee and the implementation of its programme plan and the PEG Workplan will be supported by Central Policy Directorate. The Committee will review this document annually to ensure that the purpose and commitments remain appropriate and aligned to the Departmental Five Year Strategy priorities including PfG, NDNA, Ministerial and DfC Business Plan commitments, as well as the PEG Workplan.

Reporting

15. The Committee will formally report in writing to the Board and Accounting Officer after each meeting.
16. The Committee will provide the Board and Accounting Officer with an annual report on the delivery of the DfC Five Year Strategy, its supporting Business Plan and the Committee's programme plan, outlining the proposed areas of focus for the following year.

Review

17. The Terms of Reference of the Committee will be agreed by DMB, and will be reviewed at the discretion of the DMB, or after 12 months, whichever is soonest.

ANNEX K

DEPARTMENT FOR COMMUNITIES DEPARTMENTAL MANAGEMENT BOARD PEOPLE AND RESOURCES SUB-COMMITTEE TERMS OF REFERENCE

1. Background

The Departmental Management Board (DMB) supports the Permanent Secretary by providing collective leadership and taking ownership of the Department's performance. The Board has a specific role to oversee strategic resource decision making in relation to the Department's headcount of circa 8,600 staff from a finance and HR perspective.

In order to effectively deliver this role, and provide assurance to the Permanent Secretary, the Board has agreed to establish a People and Resources Sub-Committee within the Department.

2. Purpose

The purpose of this Sub-Committee will be:

- to support the Accounting Officer and the Departmental Management Board in the strategic management of the Department's human resources planning and associated funding
- to provide a strategic view of how the NICS Human Resource policies and

procedures can best be applied to ensure that they contribute effectively to the delivery of the Department's business needs, in line with relevant Government and Departmental priorities

- to make recommendations on the implementation of corporate NICS-wide people-related policies in DfC and the effective use of resources across the Department

3. Roles and Responsibilities

The Sub-Committee will:

- Provide advice and recommendations to DMB on people issues including:
 - Staffing analysis – analysis of staffing levels, temporary promotions, surpluses, bids and non-temporary staff. The Sub-Committee will have oversight of the Department's workforce baselines, the vacancy and surplus position, overall supply (via NICS HR) and demand position within the Department, setting an agreed funded staffing baseline annually with a mid-year review process operating. The Sub-Committee will, as a means of managing long term staff resourcing projections, advice on the recommended level of temporary staff within the Department.

- performance Management - to review progress and quality of performance reviews and PPAs
 - absence Management – to consider compliance with absence management procedures, OHS performance, review absence data and actions required
 - learning & Development – to consider training and development needs and delivery including talent management/career development to ensure DfC has a capable workforce
 - staff Engagement – to consider staff survey results and feedback, success of engagement events, sharing best practice from across the Department and set out future actions required
 - investors In People – to consider actions required to equip staff with the tools and support they need to help deliver a quality service with employee engagement sitting at the heart of it
- provide advice to DMB on resourcing (HR and associated financial consequences) approaches and solutions to address key business priorities when supply is limited and there are competing demands for staff across business areas and Groups. The Sub-Committee will advise DMB on the optimum workforce size and mix and the associated affordability to deliver the DfC business, based on modelling requirements set out by business areas
 - consider changing workforce demographics e.g. AWP, age, location etc. to enable strategic decisions and succession planning for the Department’s future workforce
 - provide strategic oversight of the workforce modelling processes for DfC to inform strategic workforce deployment and budget planning/ allocation decisions and in conjunction with NICS HR. The Sub-Committee will oversee a 3-5 year Strategic Resourcing Model and will agree assumptions on which the model is based. These assumptions may include the impact of policy decisions, economic considerations, financial constraints, etc.
 - consider other relevant HR issues as they arise.
- #### **4. Membership**
- The DMB People and Resources Sub-Committee will be chaired by:
- SPPS Group deputy Secretary
- The DMB People and Resources Sub-Committee members will comprise:
- deputy Secretary, Strategic Policy and Resources Group
 - deputy Secretary, Engaged Communities Group

- deputy Secretary, Housing and Urban Regeneration Group
- deputy Secretary, Supporting People Group

Regular advisers/attendees at the DMB People and Resources Sub-Committee Meetings will include:

- DfC Director of Organisational Development
- DfC Director of Financial Management
- DfC Director of Information Services & Property Management
- DfC Director of Director for Strategy, Communication and Engagement
- NICS HR - Business Partner

The Sub-Committee may invite other members to join and where appropriate, invite individuals and organisations to assist in the delivery of its responsibilities.

5. Frequency of Meetings

Members will commit to attend quarterly meetings.

A minimum of two thirds of members will be required for the meeting to be quorate.

6. Secretariat

Secretariat and support will be provided by DfC Organisational Development Directorate through the People Strategy Branch who will:

- issue Agenda and Papers at least 5 working days prior to the meeting
- issue a concise minute of each meeting, including a record actions and decisions, within 5 working days of the meeting
- maintain and follow up action and decision logs
- maintain a Forward Look of agenda items

7. Reporting

The Chair will provide regular feedback to the Board on the work of the Sub-Committee, including any particular concerns and/or recommendations raised at meetings, through written and verbal reports at Board meetings.

8. Review

The Terms of Reference of the People and Resources Sub-Committee will be agreed by DMB, and will be reviewed at the discretion of the DMB, or after 12 months, whichever is soonest.

ANNEX L

DEPARTMENT FOR COMMUNITIES RISK REFERENCE GROUP

TERMS OF REFERENCE

Purpose

1. A Risk Reference Group has been established as part of risk management arrangements within the Department for Communities. The Group will support the Departmental Management Board in its responsibility for determining and continuously assessing the nature and extent of the principal risks that the Department is exposed to and is willing to take to achieve its objectives. The Group will oversee risk management arrangements within the Department, reviewing Risk Reports for the Board, assessing linkages between principal risks and strategic objectives and determining the need for escalation of any Group level or emerging risks.

Membership

2. The Group will be chaired by the Director of Governance and Commercial Services acting on behalf of the SPPSG Deputy Secretary who has been designated by the DfC Accounting Officer to be responsible for leading the organisation's overall approach to risk management. Membership of the Group will comprise:

- Grade 5 leads for each Department level risk
- Risk Leads for each Group;
- Members of the Governance Team.

3. If a member is unable to attend a meeting, a suitably empowered deputy should attend in their place.

Remit of the Group

4. The Group is a core part of the Department's risk management arrangements, supporting the Board with its risk related responsibilities. The remit of the Group is to continuously assess the Department's Risk Management Framework against the principles in the HM Government Orange Book confirming that arrangements' support the consistent and robust identification and management of opportunities and risks within desired levels across the organisation, supporting openness, challenge, innovation and excellence in the achievement of objectives'.
5. The work of the Group will include:
 - a. Proposing Risk Appetite statements for Board approval;
 - b. Consideration of new/emerging risks for Board attention;
 - c. Oversight of Department level risks and review of assessments from Risk Leads

in respect of risk exposure against risk appetite and the adequacy of control arrangements;

- d. Consideration of Group level risks proposed for escalation to the Board by Group leads;
- e. Overview of risks associated with Projects/Programmes within Groups;
- f. Endorsement of Risk Reports for the Board;
- g. Making proposals to the Board for Deep Dives on Department Level Risks;
- h. Undertaking an annual review of the Risk Management Framework taking account of experience/learning in practice; and
- i. Consideration and authorisation of change control and enhancements to the Risk Management Tool.

Meetings

- 6. The Group will meet quarterly ahead of Departmental Management Board meetings where Strategy, Plans and Risks are to be considered. The Chair may also convene additional meetings as necessary. A minimum of two thirds of members must be present for the Group to be deemed quorate.
- 7. The Group may ask relevant Departmental officials to attend to assist it with its discussions on any particular matter. The Board or the Accounting Officer may ask the Group to convene further meetings to discuss particular issues on which they want the Group's advice.

Review

- 8. The Terms of Reference for the Risk Reference Group will be agreed by the Board and reviewed annually.

RISK REFERENCE GROUP ROLES

RISK REFERENCE GROUP CHAIR

The Risk Reference Group will be chaired by the Director of Governance and Commercial Services acting on behalf of the SPPSG Deputy Secretary who has been designated by the Accounting Officer to be responsible for leading the organisation's overall approach to risk management.

GRADE 5 LEADS FOR EACH PRINCIPAL RISK

A Grade 5 lead is assigned to each Department Level risk to support Board level Risk Owners. Each lead is responsible, on behalf of the Risk Owner for ensuring that there is an appropriately robust control framework in place for the risk in question and that information and data is available to provide timely indication of changes in risk exposure.

The Grade 5 lead will engage with the Risk Owner on a regular basis, agreeing the acceptable risk exposure level and any actions required to reduce exposure and/or enhance the control framework. Regularity and format of engagement will be agreed between the Risk Owner and the Risk Lead.

GROUP LEVEL RISK LEADS

A Grade 5 has been identified within each Departmental Group to provide the conduit through which risk matters are addressed. As members of the Risk Reference Group, they will keep the Reference Group apprised of Group level risks and any increasing risk exposure. They will bring any Group level risks that the Group believes should be escalated to the Board to the Risk Reference Group for consideration/discussion.

Group Leads will report to the Risk Reference Group on the extent to which the assessment and management of opportunity and risk is an embedded part of, and not separate from Group planning, prioritisation, decision making and management of performance/delivery.

Group leads are also responsible for ensuring that the Risk Reference Group is sufficiently sighted on risks associated with Projects/ Programmes within their Groups. Where necessary, Group leads may ask Senior Responsible Officers to update the Risk Reference Group on Project/Programme risks.

Group leads are responsible for ensuring the operation of the automated Risk Management Tool and associated reporting functionality for their Groups. Group leads can propose change requests and enhancements to the Risk Management Tool, to be considered and authorised by the Risk Reference Group.

GOVERNANCE

The Head of Governance supports the Director of Governance & Commercial Services and the Accounting Officer's designated Risk Lead and is responsible for the Department's overall risk management framework. Members of the Governance Unit will support Groups in the operation of risk management arrangements and will be responsible for maintaining reference data, creating central admin users and the management of reporting licences for the automated Risk Management Tool.

The Governance Unit will assist Group risk leads with the production of and user access to Risk Reports for Senior Management Team meetings within Groups. This will include Risk Reports for Department Level risks where the Grade 3 is Risk Owner, with the designated Grade 5 Risk Leads attending relevant Senior Management Team meetings.

The Governance Unit will coordinate the delivery of authorised change requests and enhancements to the Risk Management Tool.

PRINCIPLES FOR AN EFFECTIVE RISK MANAGEMENT FRAMEWORK

(HM GOVERNMENT ORANGE BOOK)

- A. Risk management shall be an essential part of governance and leadership, and fundamental to how the organisation is directed, managed and controlled at all levels.

- B. Risk management shall be an integral part of all organisational activities to support decision-making in achieving objectives.
- C. Risk management shall be collaborative and informed by the best available information and expertise.
- D. Risk management processes shall be structured to include:
 - a. risk identification and assessment to determine and prioritise how the risks should be managed;
 - b. the selection, design and implementation of risk treatment options that support achievement of intended outcomes and manage risks to an acceptable level;
- c. the design and operation of integrated, insightful and informative risk monitoring; and
 - d. timely, accurate and useful risk reporting to enhance the quality of decision-making and to support management and oversight bodies in meeting their responsibilities.
- E. Risk management shall be continually improved through learning and experience

ANNEX M

ARM'S LENGTH BODIES, STATUTORY ADVISORY BODIES AND INDEPENDENT STATUTORY OFFICE HOLDERS

Armagh Observatory and Planetarium

The Armagh Observatory and Planetarium was set up under the Armagh Observatory and Planetarium (NI) Order 1995 and, under the Companies (NI) Order 1986 ("The Order"). It is registered as a company limited by guarantee and has charitable status. Its purpose is to advance the knowledge and understanding of astronomy and related sciences through the execution, promotion and dissemination of astronomical research nationally and internationally in order to enrich the intellectual, economic, social and cultural life of the community.

Arts Council Northern Ireland

The Arts Council is an Executive Non-Departmental Public Body (NDPB) established under the Arts Council (Northern Ireland) Order 1995 which established the functions of the Arts Council as follows:

- a. to develop and improve the knowledge, appreciation and practice of the arts
- b. to increase public access to and participation in the arts
- c. to advise the Department and other government departments, district councils and other bodies on matters relating to the arts

- d. such other functions as are conferred on the Council by any other statutory provision

Charity Commission for Northern Ireland (CCNI)

The Charity Commission for Northern Ireland was established in June 2009 under the Charities Act (Northern Ireland) 2008. The main objectives of this Act are to provide an integrated system of registration and regulation of charities in Northern Ireland, and supervision and support of registered charities.

Commissioner for Older People Northern Ireland (COPNI)

COPNI was established under the Commissioner for Older People Act (Northern Ireland) 2011. The COPNI has promotional, advisory, educational and general investigatory powers and duties. It champions the rights and interests of older people throughout Northern Ireland.

Libraries Northern Ireland (Libraries NI)

Libraries NI was established under The Libraries Act (Northern Ireland) 2008. The primary duty of Libraries NI is to provide a comprehensive and efficient public library service for persons living, working or studying in Northern Ireland. In doing so the organisation ensures that facilities are available for the borrowing of, or reference to, library materials sufficient in number, range

and quality to meet the general requirements of adults and children whilst:

- encouraging both adults and children to make full use of the library service
- providing advice as to the use of the library service and making available such bibliographical and other information as may be required by persons using the service
- promoting literacy and lifelong learning
- maintaining a collection of library materials relevant to the cultural heritage of Northern Ireland
- making library premises available for cultural and community activities
- meeting any special requirements of adults and children by any appropriate means

Local Government Staff Commission for Northern Ireland

The Local Government Staff Commission for Northern Ireland was established under the Local Government Act (Northern Ireland) 1972. Its powers were later extended under the 1976 and 1981 Northern Ireland Housing Orders and the Local Government (Miscellaneous Provisions) (NI) Order 1992. In general, the terms of reference for the Commission are to exercise 'general oversight of matters connected with the recruitment, training and terms and conditions of employment of officers of councils and the Northern Ireland Housing Executive and of making recommendations to councils and the Northern Ireland Housing Executive on such

matters.' The NI Executive agreed that the Local Government Staff Commission should be wound up on 31 March 2017 however, this timetable was not achievable.

The intention now is to dissolve it as soon as the consultation process and Assembly process on the Dissolution Order allows.

National Museums Northern Ireland (NMNI)

NMNI was established under the Museums and Galleries (NI) Order 1998 which established the functions of NMNI as follows:

- to care for, preserve and add to the Collections
- ensure that the Collections are available to the public through exhibitions, effective interpretation, research and study
- promote the awareness, appreciation and understanding of
 - art history and science,
 - the way of life and traditions of people with particular reference to the Museums and Galleries (Northern Ireland) Order 1998.

Northern Ireland Museums Council (NIMC)

NIMC is a company limited by guarantee. It is also a registered charity meaning that it must comply with the 'Charities Statement of Recommended Practice (SORP)' as well as the additional requirements of the Financial Reporting Manual (FReM). Its purpose is to support regional and local museums in Northern Ireland and maintain and improve

the standards of collections' care and service to the public. It also aims to promote a coherent framework of museums provision.

Northern Ireland Local Government Officers' Superannuation Committee (NILGOSC)

NILGOSC is an NDPB sponsored by the Department, which was established on 1 April 1950 by the Local Government (Superannuation) Act to administer and maintain a fund providing pension benefits for employees of local authorities and other admitted bodies. The Local Government Pension Scheme (LGPS) Northern Ireland is managed by NILGOSC.

Northern Ireland Commissioner for Children and Young People (NICCY)

NICCY is an NDPB sponsored by the Department which was established in October 2003 under the Commissioner for Children and Young People (Northern Ireland) order 2003. NICCY's principal aim is to 'safeguard and promote the rights and best interests of children and young people' up to the age of 18 or up to 21 for those with a disability or who have experience of being in the care of the state.

Northern Ireland Housing Executive (NIHE)

NIHE is the regional strategic housing authority for Northern Ireland. For national Accounts purposes NIHE was historically classified as a public corporation. From 1 April

2014, following a request from the Office for National Statistics (ONS), this classification changed. For National Accounts purposes, the regional strategic functions of NIHE are now classified as an NDPB and the landlord functions carried out are classified as a quasi-corporation within the NDPB.

Sport Northern Ireland (SNI)

SNI was established under the Recreation and Youth Service (NI) Order 1986. It is the leading body for the development of sport in Northern Ireland. SNI is committed to ensuring that sport and physical recreation is accessible for everyone, regardless of age, gender, race, disability, marital status, sexual orientation, dependency, religious belief or community background.

Ulster Supported Employment Limited (USEL)

USEL is a not for profit organisation which has both NDPB and charitable status. It is supported and funded by government. USEL was established in 1962 with the aim of providing supported paid employment for people with disabilities within its Belfast manufacturing base. USEL's vision is to be the best at assisting people with disabilities meet their employee aspirations. Each year it supports over 1500 people with disabilities in more than 750 companies to enter and sustain employment through various employment programmes. Today the organisation spans the whole of the province with offices in Belfast, Londonderry, Portadown and Ballymena.

North/South Language Body

In the Good Friday Agreement, it was stated that a North/South Implementation body be set up to promote both the Irish Language (Foras na Gaeilge) and Ulster Scots Language (Ulster Scots Agency). Each of these agencies has its own board whose members together constitute the Board of the North/South Language Body.

Foras na Gaeilge

Foras na Gaeilge carries out all the designated responsibilities regarding the Irish language. This entails facilitating and encouraging the speaking and writing of Irish in the public and private arena in the Republic of Ireland and in Northern Ireland where there is appropriate demand, in the context of part three of the European Charter for Regional and Minority Languages.

The staff of Foras na Gaeilge, An Gúm (Publishers) and An Coiste Téamaíochta (Terminology Committee) and their activities have all been transferred to the new body. Foras na Gaeilge is proud of its role in advising north and south of the border, as well as public bodies and other groups in the private and voluntary sectors in all matters relating to the Irish Language as well as the supportive projects it undertakes with grant-aiding bodies and groups throughout the island of Ireland.

Ulster-Scots Agency

The Ulster-Scots Agency or Tha Boord O Ulster Scotch has been given the legislative

remit of the promotion of greater awareness and use of Ulster-Scots, both within Northern Ireland and throughout the Island. The aims of the Ulster-Scots Agency are:

- to promote the study, conversation, development and use of Ulster- Scots as a living language
- to encourage and develop the full range of its attendant culture
- to promote an understanding of the history of the Ulster-Scots

The Agency is jointly funded by the Department for Communities in Northern Ireland and the Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs in the Republic of Ireland and is responsible to the North/South Ministerial Council. The Agency has its main office in Belfast with a regional office in Raphoe, Co Donegal.

STATUTORY ADVISORY BODIES

Historic Buildings Council

The Historic Buildings Council was established in 1974 under the provisions of the Planning (Northern Ireland) Order 1972 updated most recently by the Planning Act (NI) 2011. The council is made up of 15 members with a wide range of expertise and experience in architecture, architectural history, planning, industrial heritage, building conservation and structural engineering throughout Northern Ireland. Its role is to advise the Department on the listing and delisting of buildings, listed building consent, buildings preservation notices

(spot listing), urgent works to preserve buildings, conservation areas and matters of industrial and defence heritage.

Historic Monuments Council (HMC)

HMC was first established in 1971 under the provisions of the Historic Monuments (Northern Ireland) Act 1971. Its current authority is derived from the Historic Monuments and Archaeological Objects (Northern Ireland) Order 1995 (the Order). The council is made up of fifteen members who span a wide range of experience and expertise in matters concerning historic monuments and cultural heritage. The role of HMC is to advise the Department on, among other things, the management of monuments in state care, maritime archaeology, industrial and defence heritage and areas of significant archaeological interest within development plans.

INDEPENDENT STATUTORY OFFICE HOLDERS

The Discretionary Support Commissioner

The Office of the Discretionary Support Commissioner was established to deliver independent reviews of decisions made on Discretionary Support Loans and grants. It came into operation in November 2016, replacing the Office of the Social Commissioner when elements of the Social Fund ceased. The Discretionary Support Commissioner is an independent statutory office holder.

Working with Arms Lengths Bodies, Guidance and Templates for use:

DfC internal guidance and templates on working with Arms Lengths Bodies is available at the following DfC intranet location: <http://nics.intranet.nigov.net/communities/articles/alb-guidance>.

Available in alternative formats.

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