

**Draft Procedures for the Recruitment and Selection of
Clerk and Chief Executive
in the 11 New Councils**



**Outcomes from the Consultation Process
and Related Commission Decisions**

November 2013

**Procedures for the
Recruitment and Selection of Clerk and Chief Executive
in the 11 New Councils**

Outcomes from Consultation

Structure of this Document

The structure of this document is as follows:

INTRODUCTION

Background to this document.

SECTION ONE

Details of respondents to the consultation exercise.

General **Outcomes**, from analysis of the responses made during consultation.

SECTION TWO

Summary of the main issues raised during the consultation exercise.

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1.0 INTRODUCTION

Paragraph 17 of the Local Government (Statutory Transition Committees) Regulations (Northern Ireland) 2013 requires the Statutory Transition Committee to appoint a clerk (Chief Executive) for the new council. In addition, paragraph 18 (4) extends the statutory duty of the Staff Commission to cover such appointments and, in this respect, Statutory Transition Committees are required to act in accordance with the detailed guidance as set out in the Commission's Code of Procedures on Recruitment and Selection.

1.1 Consultation Process

Following a number of meetings with the DOE, the Draft Recruitment Procedures were agreed for consideration and agreement by the Commission at its meeting in August 2013.

The consultation document on the Procedures for the Recruitment and Selection of the Clerk and Chief Executive in the 11 new Councils was issued by the Staff Commission on 23 August 2013. The closing date for responses was the 27 September 2013.

In order to facilitate the consultation exercise, information seminars on the draft Procedures were held in Antrim on 11 September, Limavady on 16 September and Lisburn on 18 September.

A paper summarising all the responses to the consultation exercise was presented to a meeting of the Commission on 14 October 2013. Copies of all the responses were available to members at the meeting, if required.

It was agreed that this paper would be circulated to all respondents outlining the reasoning for the Commission's decisions. Comments not directly related to the Commission's Code were forwarded to the Department of the Environment for consideration. It was also agreed that the final recruitment Code would be determined in line with the views of respondents and the Code would be circulated in advance of the posts being advertised.

This document summarises the consultation responses and the steps which the Commission has taken to address, as far as practicable, respondents' queries and concerns.

2.0 SECTION ONE

2.1 Respondents

In total 22 organisations, including 10 Statutory Transition Committees (STCs) and Belfast City Council, were invited to give their views on the Consultation Document. Responses were received from 10 Statutory Transition Committees, Belfast City Council, 7 other organisations and 6 individuals as detailed below:

Statutory Transition Committees

- Antrim and Newtownabbey District
- Armagh, Banbridge and Craigavon*
- Causeway Coast and Glens
- Derry and Strabane*
- Fermanagh and Omagh
- Lisburn and Castlereagh
- Mid and East Antrim
- Mid Ulster
- Newry, Mourne and Down
- North Down and Ards

* Endorsed the NILGA response

Other Organisations

- The Association of Local Authority Chief Executives (ALACE)
- Belfast City Council
- The Equality Commission for NI
- Joint Negotiating Council - Management Side Response(JNC)*
- The Northern Ireland Local Government Association (NILGA)
- The Northern Ireland Public Service Alliance (NIPSA)
- Local Government Reform Joint Forum (TU side)
- The Public Sector People Managers' Association (PPMA)

Individual Responses

3 elected members

3 anonymous responses

Appendix 1 details the Attendance at the Information Seminars.

2.2 Outcomes from the 3 Consultation Events Held in Antrim, Limavady and Lisburn

Overall the comments made were supportive and constructive as detailed below. The Commission considered these comments and responded as far as possible by amending the draft procedures accordingly.

2.2.1 Timeframe

The majority of responses referred to the timeframe for the consultation process and the proposal to place the advertisement at the end of September. There were concerns that little consideration would be given to the views of the sector.

Commission response

The date on which the Chief Executive posts will be advertised has been delayed until mid-November.

2.2.2 Nominations to Shortlisting Panel

At the information seminar held in Antrim, some STC members requested, that as timescales are very tight, the Commission should write to all the STC Chairs to suggest they consider the nominations to the shortlisting panel.

Commission response

The Commission issued such a letter on 18 September 2013.

2.2.3 Chairman's Casting Vote

At the information seminar in Antrim, the Commission undertook to clarify with the Department of the Environment the issue of 'the Chair of the committee shall not have a casting vote'.

Commission response

The Commission agreed that, in relation to the issue of the Chair of the committee having a casting vote, the procedures will state that the panel chair does not have a casting vote as outlined in the Local Government (Statutory Transition Committees) Regulations (NI) 2013 which state at:

- *paragraph 18(2) "In determining the two-thirds majority in accordance with paragraph (1)(b), the chairperson of the committee shall not have a casting vote*
- *paragraph 23(4) "In the case of an equality of votes on a question, the person presiding at the meeting shall have a second or 'casting' vote, subject to regulation 18 (Appointment of staff to a new council)"*

2.2.4 "One Size Fits All" Perceptions

A number of responses highlighted that the 'one size fits all' approach would not be appropriate as the jobs require different competencies and therefore are not identical.

Commission response

The Commission accepts the concerns around the 'one size fits all' approach and is putting in place systems to reflect the priorities of the individual STCs in the candidate information pack, tailored assessment centre and individual Professional Assessors profiling council priorities to be tested at interview.

2.2.5 Good HR Practice and Legal Considerations

A number of the comments made sought to reinforce particular aspects of good practice, legal considerations and the need to ensure fair and consistent procedures, such as equality.

Commission response

These issues are being addressed throughout the process with our legal advisors and the Equality Commission for NI.

2.2.6 Salary Determination and External Advertisement

Other comments relate to the need for clarity in relation to the salary determination for the Clerk and Chief Executive posts and more generally the issues surrounding the decision to externally advertise the posts.

Commission response

The Commission are actively working with the JNC to ensure that the salary for the new posts will be determined as soon as possible, and in advance of the advertisement.

All queries and comments in relation to the decision to advertise the posts externally will be extracted from the consultation responses and forwarded to the DOE for their consideration.

A summary of further issues raised in the written responses to the consultation is set out in Section Two of this document.

3.0 SECTION TWO

3.1 Response to the Consultation Questionnaire

NOTE - A standard questionnaire was issued as part of the consultation exercise. This section contains a summary of the written responses recorded in line with the questionnaire format.

Q1 - Are there general comments or suggestions you would like to make about the Consultation Paper?

9 STCs, 1 council, 3 other organisations and 2 individuals made general comments.

Comments from STCs highlighted concerns about the timeframe for the consultation process given the proposed date for placing the advertisement.

NILGA indicated support for the majority of the content of the consultation document, but had a number of concerns, such as the one size fits all approach, the short timeframe, the lack of local involvement and ownership.

NIPSA made a number of comments relating to the process and the decision taken by the Department of the Environment and suggested amendments to the procedures.

SOLACE commented on the need for the new councils to have ownership of the process and concerns around the timescale for the appointments.

Commission decision

Details of how these comments have been addressed are provided in Section One and were also considered under the relevant sections of the Draft Procedures.

3.2 Advertising the Chief Executive Posts

The Draft Procedures stated:

Advertising the Chief Executive Posts

One advert, agreed by the Commission, will be placed for all the Chief Executive posts in the 11 new council structures. The advert will be placed by the DOE and potential applicants will be directed to the Commission's website to view the application pack for each cluster, complete a generic application form online or download a generic application form.

Q2 - In paragraph 3. Recruitment, do you have any comments on the following paragraph on Advertising the Chief Executive Posts (page 4)?

5 STCs and NILGA, were of the view that a single advert was inappropriate. Two of these STCs provided supporting comment, that it is not the place of the Department of the Environment or any civil service department to advertise for local government.

3 STCs, Belfast City Council and NILGA emphasised the need for appropriate and quality information on the new council areas to be included in the information packs to attract potential candidates.

4 STCs, 1 council and 3 individuals, supported the proposal for a single advert placed by the Department of the Environment. Two STCs provided supporting comment that it will serve to expedite the process and encourage applicants to consider a number of posts.

1 STC and one individual made general points relating to the salary and its inclusion in the advert, the setting of the shortlisting criteria and the ability of applicants to 'pitch' their applications to specific council clusters.

Belfast City Council commented that local government should be placing its own advertisement and it may be more appropriate for each council and its STC appointees to determine the timing, content and nature of its job advertisement to attract suitable candidates.

The Equality Commission commented on the need for a transparent, systematic, fair and objective procedure specifically referring to the circumstances where one candidate is successful in more than one cluster and the identification of reserve candidates.

PPMA commented that it should be made clear that neither councils nor STCs can be held liable for any act or omission by the Department in respect of the content of such advertisement or matters consequential to the advert.

The JNC stated that they are not aware of either the Commission or the Department of the Environment performing these tasks at the behest of, or under instruction from or as an agent for councils or STCs. As such, it should be clear that neither councils nor STCs can be held liable for any act or omission either by the Department or the Commission in respect of the content of such job advertisements or any matters consequential to them.

Commission decision

In June 2013, Minister Attwood announced that Chief Executive appointments to the 11 new councils will be made through open competition. This had the effect that the Minister declared that a vacancy existed to be filled by open competition in each new council area. It is therefore anticipated that the advertisement will be placed and funded by the DOE to give practical effect to the Minister's decision.

The Commission agreed that the way the paragraph was worded may have given the impression of a lack of ownership by the constituent councils and in order to overcome the perception of “one size fits all” agreed the following:

- the format of the advert would reflect the fact that these are local government jobs and the names of the new council areas would be listed in the advert
- the candidate briefing pack would be prepared by the individual STCs and would set out the priorities and key features of each new council area
- although candidates would complete one application form, copies of these forms would be made available to each shortlisting panel for which the applicant has applied

The Commission feels that the above action points should address the concerns as far as practicably possible and has therefore decided that no amendments were required to the Draft Procedure in this respect.

3.3 Training of Panel Members

The Draft Procedures stated:

Members of the Statutory Transition Committees must receive training in respect of their obligations throughout the recruitment and selection process and their approval role.

Q3 - In paragraph 4. Training of Panel Members, do you have any comments on the training for Statutory Transition Committee members?

All respondents supported the provision of appropriate training to all STC members involved in the appointment and approval process.

Commission decision

The Commission has agreed that no amendments were required to the Draft Procedure in this respect.

Members of the Statutory Transition Committees must receive training in respect of their obligations throughout the recruitment and selection process and their approval role.

3.4 Composition of the Shortlisting Panel

The Draft Procedures stated:

<i>Shortlisting panel(s) for the Chief Executive posts in the 11 new council structures should consist of women and men, and be representative of both main communities in Northern Ireland. Options include:</i>	
<i>Option 1</i>	<i>One shortlisting panel, comprising:</i> <ul style="list-style-type: none"><i>• 3 elected members (who must hold membership of a Statutory Transition Committee), nominated from the Regional Transition Committee</i><i>• the Chairperson of the Local Government Staff Commission</i><i>• the Chief Executive of the Local Government Staff Commission</i>
<i>Option 2</i>	<i>Eleven shortlisting panels, comprising:</i> <ul style="list-style-type: none"><i>• the Chair of the Statutory Transition Committee</i><i>• not less than 2 and not more than 4 members of the Statutory Transition Committee, appointed by the Statutory Transition Committee</i><i>• the Chairperson of the Local Government Staff Commission</i><i>• the Chief Executive of the Local Government Staff Commission</i>

Q4 - In paragraph 5. Composition of the Shortlisting Panel, do you prefer Option 1 or 2 and why?

Option 2 is the preferred option.

Option 1

1 STC and 3 individuals support the use of a regional panel.

Option 2

9 STCs, NILGA and 3 individuals strongly support Option 2.

The Equality Commission does not have a preference.

PPMA commented that one shortlisting panel would be totally consistent in its decision making process and would result in a more timely process, however 11 shortlisting panels lead to more ownership of the process by the Local Authorities.

Commission decision

Although the Commission is willing to facilitate joint panels where possible, only one STC supports the use of a regional panel.

The Commission has therefore agreed there will be 11 shortlisting panels, comprising:

- the Chair of the Statutory Transition Committee
- not less than 2 and not more than 4 members of the Statutory Transition Committee, appointed by the Statutory Transition Committee
- the Chairperson of the Local Government Staff Commission
- the Chief Executive of the Local Government Staff Commission

3.5 Assessment Arrangements

The Draft Procedures stated:

One assessment centre will be held for all the Chief Executive posts in the 11 new council structures. The assessment centre will comprise a number of exercises, designed to test the candidates' ability to meet the challenge of the transformation process of the reform of local government, and will be based on the agreed competencies for the new posts.

*The information from the assessment centre report will be used in **a second stage of shortlisting by the same panel** to determine a final list of candidates who will be invited for interview by the Statutory Transition Committees.*

Q5 - In paragraph 9. Assessment Arrangements, do you have any comments on the proposed assessment centre for Chief Executives?

All respondents support the use of assessment centres as part of the selection process. The majority are of the view that these should take account of local needs in the assessment centre design and would require the Assessment Centre Provider engaging with STCs at an early stage.

3 STCs and 2 individuals support one regional assessment centre for efficiency and consistency purposes.

2 STCs, NILGA and 1 other organisation have reservations about the 'one size fits all' approach commenting that whilst generic, common competencies can be tested a single assessment centre cannot be designed to fit with the diverse range of requirements in existence with each new council.

Belfast City Council believes that it should be for local government bodies to choose to either utilise this one size fits all process or to arrange for their own assessment process to meet their own local needs.

The Equality Commission comments that the panel agrees in advance how it will use the information from the assessment centre process in the second shortlisting.

PPMA's response is predicated on whether there is one advert and one set of criteria for shortlisting. If so it acknowledges that one assessment centre may be appropriate.

Commission decision

To address the issues raised in the consultation process, the Commission has agreed to meet with the assessment centre providers to ensure that the design and of the assessment centre, and the consideration of candidates, will take account of local needs:

- The assessment centre providers will be sent a copy of the candidate briefing pack for each council area
- The assessment centre providers will attend the initial shortlisting panel meetings to agree with the panel members the weighting of the competencies for their new Chief Executive and their priorities in relation to the design of the individual report to be provided at the second shortlisting panel
- The assessment centre providers will ensure they meet the needs of each individual STC and respond to any queries raised about the assessment centre process

3.6 Composition of the Interviewing Panel

The Draft Procedures stated:

The Statutory Transition Committee will consult with the Commission regarding the composition of the interview panel, which will comprise:

- *the Chairperson of the Statutory Transition Committee*
- *not less than 4 and not more than 7 members of the Statutory Transition Committee, appointed by the Statutory Transition Committee*
- *the Chairperson of the Local Government Staff Commission*
- *the Chief Executive of the Local Government Staff Commission*
- *Independent Professional Assessor(s), approved by the Local Government Staff Commission.*

Only the Chairperson and the elected members on the interview panel will have voting rights.

Following nomination, should any panel member be unable to attend the interview panel, the Statutory Transition Committee may designate a substitute.

Q6 - In paragraph 10. Composition of the Interviewing Panel, do you have any comments on the composition of the interview panel?

9 STCs, NILGA and 3 individuals support the proposal that the panel be composed of those as indicated with only the Chair and up to seven members having voting rights. Most acknowledged that this was in line with existing Staff Commission guidance.

Lisburn and Castlereagh STC commented that the interviewing panel should include both the Chair and Vice Chair of the STC.

NILGA seek reassurance from the Department of the Environment that the process put forwards meets the requirements of its Regulations as they would not wish the sector to act outside the statutory provisions.

1 individual commented on the need for trained substitutes in some circumstances.

North Down and Ards STC referred to the limited flexibility on dates for each interviewing panel as the Chair and chief Executive need to attend all interviews.

The Equality Commission emphasised that the interview panels should 'consist of men and women and be representative of both main communities in NI'.

NIPSA queries what measures will be applied to ensure panels are balanced in all aspects eg religion, community background, gender.

Commission decision

The Commission has agreed that the interviewing panel composition will be as outlined in the consultation document.

3.7 Scrutiny Role of the Statutory Transition Committee

The Draft Procedures stated:

In order to implement Section 18 (1)(b) of the Regulations, after the interview panel have selected a candidate, a report should be prepared on the recruitment and selection process for scrutiny and approval by a two-thirds majority of the membership of the Statutory Transition Committee.

Q7 - In paragraph 10. Composition of the Interviewing Panel, do you have any comments on the scrutiny role of the Statutory Transition Committee?

7 STCs, NILGA and 2 individuals support the proposal that the appointment process for the Clerk and Chief Executive position should be approved by two-thirds majority of the STC, not the appointment itself.

Antrim and Newtownabbey STC commented that in the interests of clarity and to avoid doubt, the STC wishes for the legislation to be redrafted, to ensure that Regulation does not require that two-thirds majority must approve the appointment.

Fermanagh and Omagh request clarification on the requirement for approval. Is it two-thirds of the total membership or two-thirds of the members present at the meeting.

The Equality Commission indicated they had previously raised concerns about the scrutiny role and recommends that in the interest of consistency, transparency and clarity, and to ensure that the principles for the entire process are maintained, the Code or agreed final process sets out the detail of what the report for the STCs will include.

North Down and Ards STC ask whether there is a governance issue if half of the members will be scrutinising a process in which they took part and what happens if the STC does not approve the process.

Commission decision

The Commission has agreed that, in the absence of an amendment to the legislation, the scrutiny role will be as outlined in the consultation document.

3.8 Professional Assessors

The Draft Procedures stated:

The Commission will appoint a panel of Professional Assessors to give guidance and assistance to recruitment panels on the professional and technical suitability of applicants to the post of Chief Executive in the 11 new councils.

Q8 - In paragraph 13. Professional Assessors, do you have any comments on the role of the Professional Assessors?

9 STCs, NILGA, Belfast City Council and 3 individuals support the appointment of a panel of Professional Assessors.

Belfast City Council asks that relevant information regarding the CVs/employment history of the professional assessors is made available and that the council would want some input in respect of the choice of Professional Assessor allocated to advise on a technical and professional basis.

North Down and Ards STC and 1 individual comment on potential conflict of interest.

A number of responses encourage the early engagement of the Professional Assessor with the STC.

Mid and East Antrim indicate that they would not want the appointment process delayed due to the unavailability of the Professional Assessor.

Commission decision

The Commission has agreed that a panel of Professional Assessors will be appointed, as outlined in the consultation document.

It should be noted that the Professional Assessors will have to apply for this role through a publicly advertised appointment procedure, and complete a Conflict of Interest Form and the Declaration of Commitment to the Seven Principles of Public Life before being appointed to the panel of Professional Assessors. They will also have to undertake a training programme accredited by the Commission.

The allocated Professional Assessor will have to consult with the STC on the detail of the competencies to be tested at interview and the particular challenges facing the new Chief executive in their individual council area.

3.9 Decision

The Draft Procedures stated:

<i>All candidates should be informed of their recommendation for appointment:</i>	
<i>Option 1</i>	<i>immediately following the decision of the selection panel</i>
<i>Option 2</i>	<i>immediately following the approval of the Statutory Transition Committee</i>
<i>Option 3</i>	<i>after all 11 appointments are made, with the Commission acting as a clearing house for appointments</i>

Q9 - In paragraph 16. Decision, do you prefer Option 1, 2 or 3 and why?

The majority of responses support Option 2. Comments received in relation to each option are below:

Option 1

Antrim and Newtownabbey STC support this option. Options 2 and 3 are not viewed as feasible. They express significant concern about the application of option 3 as it may take 3-4 weeks to complete the interview stage.

Option 2

9 STCs, Belfast City Council, NILGA and 1 individual supports Option 2 as the decision can only be made known following STC approval and that it would be appropriate for the STC to make contact with the preferred candidate to advise of its decision.

Option 3

1 individual responded that this was the best option as everyone would be equally treated.

Commission decision

The Commission has agreed that all candidates should be informed of their recommendation for appointment immediately following the approval of the Statutory Transition Committee. It is recommended that the Statutory Transition Committee should meet to endorse the decision of the selection panel within 24 hours of the decision of the selection panel or, following consultation with the Commission, as soon as reasonably practicable,

3.10 Recruitment Timetable

The Draft Procedures stated:

Depending on option chosen in paragraph 5, agreement on recruitment documentation	Sept 13
Advertise	end Sept 13
Closing Date	mid Oct 13
Panel nominated and agreed	Sept 13
Panel Training	Sept/Oct 13
First Shortlisting	end Oct 13
Assessment Centre	early Nov 13
Second Shortlisting	end Nov 13
Interviews	Jan 14

Q10 - Have you any comments on the Recruitment Timeline?

2 STCs, Belfast City Council and NILGA do not support the timetable as it has the potential to adversely impact on the quality of the process and decision taking.

2 STCs expressed concern about the order in which interviews take place. In particular if they are carried out alphabetically then those Councils at the end of the interview list could be seriously disadvantaged in obtaining the best person for the post and may not have a sufficient pool of candidates to interview.

PPMA comment that the timetable is extremely tight and will be challenging for those charged with administering the process and those involved in the shortlisting and selection panels.

Commission decision

Due to the delay in the process for the salary determination for the new Chief Executive posts, the recruitment timetable has been delayed.

The Commission has decided that an administrative system using random selection will be put in place to determine the order in which interviews take place.

3.11 General Comments

A number of responses welcomed the impartiality offered by the Commission in terms of it being responsible for the administration of the process.

North Down and Ards raised confidentially issues specifically in relation to the assessment centre, the interview questions and recommended candidates.

The Equality Commission advise the Commission to screen the revised policy in line with its approved Equality Scheme.

An elected member commented that it is important to encourage women to apply given the absence of female elected members.

Appendix 1

Consultation Document on the Procedures for the Recruitment and Selection of Clerk and Chief Executive to the 11 new Councils

ATTENDANCE

NAME	TITLE	ORGANISATION
Alan Lawther	Member	Antrim/Newtownabbey
Rosemary McCullough	HR Representative	Ards Borough Council
Joe Boyle	Member	Ards Borough Council
Ronnie Ferguson	Member	Ards Borough Council
Arnold Hatch	Member	Armagh, Banbridge and Craigavon
Karen Hargan	HR Representative	Ballymena Borough Council
Sharon Currans	HR Representative	Banbridge District Council
Pat Catney	Member	Castlereagh/Lisburn
Uel Martin	Member	Castlereagh/Lisburn
James Tinsley	Member	Castlereagh/Lisburn
Ian Wilson	Transition Manager	Castlereagh/Lisburn
Jim White	Member	Castlereagh/Lisburn
Myreve Chambers	Member	Castlereagh/Lisburn
Michael Henderson MBE	Chair	Castlereagh/Lisburn
Roy Lawther	Transition Manager	Castlereagh/Lisburn
Jack Beattie MBE	Member	Castlereagh/Lisburn
Stephen Martin	Member	Castlereagh/Lisburn
Robert Burgess	Member	Castlereagh/Lisburn
Stephen McMaw	Transition Manager	Causeway Coast and Glens
Robert McIlroy	Chair	Causeway Coast and Glens
Norman Hillis	Member	Causeway Coast and Glens
George Duddy	Member	Causeway Coast and Glens
James McCorville	Member	Causeway Coast and Glens
Joan Baird	Member	Causeway Coast and Glens
Dermot Nicholl	Member	Causeway Coast and Glens
Sinead McNicholl	HR Representative	Derry City Council
Rachelle Craig	Transition Manager	Derry/Strabane
Kieran McGuire	Chair	Derry/Strabane
Catrina Miskelly	HR Representative	Down District Council
Kim McLaughlin	Transition Manager	Fermanagh/Omagh
Allan Rainey MBE	Member	Fermanagh/Omagh
Errol Thompson	Member	Fermanagh/Omagh
Sean Clarke	Member	Fermanagh/Omagh
Sean Begley	Joint Chair	Fermanagh/Omagh
Marty McColgan	Member	Fermanagh/Omagh
Sandra Kelly	HR Representative	Limavady Borough Council
Caroline Magee	HR Representative	Lisburn City Council
Michael Riddell	HR Representative	Lisburn City Council

Appendix 1
(cont'd.)

NAME	TITLE	ORGANISATION
Hubert Nicholl	Member	Mid & East Antrim
Sean McGuigan	Member	Mid Ulster
Philip Moffett	Transition Manager	Mid Ulster
Johnny McBride	Transition Manager	Newry & Mourne/Down DC
Catherine Sweeney	HR Representative	Newry and Mourne DC
Charlie Casey	Member	Newry, Mourne and Down
Michael Ruane	Member	Newry, Mourne and Down
William Burns	Member	Newry, Mourne and Down
John Feehan	Member	Newry, Mourne and Down
Andy Moffett	Member	Newry, Mourne and Down
Frank Feely	Member	Newry, Mourne and Down
Carmel O'Boyle	Member	Newry, Mourne and Down
Dermot Curran	Member	Newry, Mourne and Down
Jack Patterson	Member	North Down and Ards
Angus Carson	Member	North Down and Ards
Alan Graham	Chair	North Down and Ards
Alan McDowell	Member	North Down and Ards
John Montgomery	Member	North Down and Ards
Marian Smith	Member	North Down and Ards
Colville Elliott	Member	North Down and Ards
Ellie McKay	Member	North Down Borough Council
Wendy Monson	HR Representative	North Down Borough Council
Rosemary Rafferty	HR Representative	Omagh District Council
Paula Donnelly	HR Representative	Strabane District Council