

NEWRY MOURNE AND DOWN DISTRICT COUNCIL

Minutes of Strategy Policy & Resources Committee Meeting held on Thursday 17 September at 6.00pm in the Commedagh Room, Downshire Civic Centre, Downpatrick.

Chairperson: Councillor R Burgess

Vice Chairperson: Councillor H Reilly

In Attendance:

Councillor P Brown	Councillor S Burns
Councillor M Carr	Councillor W Clarke
Councillor G Craig	Councillor G Donnelly
Councillor L Kimmins	Councillor C McGrath
Councillor B Ó'Muirí	Councillor B Quinn
Councillor M Ruane	Councillor B Walker

Non-Committee Members: Councillor T Andrews

Officials in Attendance:

Mr L Hannaway, Chief Executive
Mr E Curtis, Director of Strategic Planning & Performance
Mr C O'Rourke, Director of Regulatory & Technical Services
Ms M Ward, Director of Enterprise, Regeneration and Tourism
Ms V Keegan, Marketing Manager
Ms C Miskelly, Assistant Director, Human Resources
Ms R Mackin, Assistant Director, Corporate Planning and Policy
Mr P Green, Legal Advisor
Mr E McManus, Capital Projects
Mr J McBride, Change Manager
Ms H McKee, Community Planning Manager
Mrs E McParland, Democratic Services Manager
Mrs C Taylor, Democratic Services Officer

SPR/140/2015:- APOLOGIES AND CHAIRPERSON'S REMARKS

There were no apologies received.

SPR/141/2015:- DECLARATIONS OF INTEREST

Councillor W Clarke declared an interest in Agenda Item 12 – DSD Transferring Functions – SIF Projects, as he was part of the SIF Steering Group.

SPR/142/2015:- ACTION SHEET OF THE STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING HELD ON 13 AUGUST 2015

Read: Action Sheet of the Strategy, Policy and Resources (SPR) Committee Meeting held on 13 August 2015.

SPR/115/2015 – Datahub and Elected Members Engagement Plan – Phase 2
Mr Curtis advised that this item had been withdrawn by the Chief Executive.

SPR/120/2015 – Head Foreshore Lease – Issue at Rostrevor Foreshore
Mr Curtis advised that the meeting regarding the Foreshore at Rostrevor had been held and officers would be following up on actions. An options paper would be brought back to the next meeting of the SPR Committee.

SPR/126/2015 – Ambulance Parking – Order of Malta.
Mr Curtis advised that a suitable site had been identified at Newry Sports Centre. Further information would be brought back to the SPR Committee.

Noted: The Action Sheet was NOTED.

PRESENTATION

SPR/143/2015:- PRESENTATION BY MR J MCBRIDE – DOE PERFORMANCE IMPROVEMENT GUIDANCE AND NEWRY, MOURNE AND DOWN ASSESSEMENT FOR 2015/16 BY LGA

Mr McBride presented a report on the DOE Performance Improvement Guidance and Newry, Mourne and Down Assessment for 2015/16 by LGA (copy of presentation attached).

Noted: The Presentation on the DOE Performance Improvement Guidance and Newry, Mourne and Down Assessment for 2015/16 by LGA was noted.

SPR/144/2015 REPORT ON SENIOR OFFICER GROUP TO MANAGEMENT REGIME

NOTED: It was noted that this report had been referred to the October 2015 meeting of Strategy, Policy and Resources Committee.

MARKETING AND COMMUNICATIONS

SPR/145/2015 EXTENSION TO CORPORATE GRAPHIC DESIGN CONTRACT

Read: Report from Miss V Keegan, Marketing Manager, dated 17 September 2015 on the Extension to Corporate Graphic Design Contract.

NOTED: That approval was being sought to extend the existing contract for Graphic Design Services for a period of 6 months. Mr Curtis said a business case was to be drawn up which would look at Council providing this service in future.

NOTED: In response to a query from Councillor Ó Muirí, Ms Keegan undertook to provide him with information on the selection process in relation to this contract.

Agreed: **It was agreed on the proposal of Councillor Craig, seconded by Councillor Reilly to extend the existing Graphic Design contract for a 6 month period.**

SPR/146/2015 **COUNCILLORS' WEBSITE REFERENCE GROUP**

Read: Report from Ms R Mackin, Assistant Director, Corporate Planning and Policy dated 17 September 2015 on the Councillors Website Reference Group.

Agreed: **It was agreed on the proposal of Councillor Reilly, seconded by Councillor Burns that a Councillors' Website Reference Group be established to advise, support and be engaged with on the development of the new Corporate Website.**

COMMUNITY PLANNING

SPR/147/2015 **GOVERNANCE OF COMMUNITY PLANNING – THEMATIC PARTNERSHIPS/ FACILITATORS REPORT FROM COMMUNITY PLANNING WORKSHOP HELD ON 25 AUGUST 2015**

Read: Report from Ms H McKee, Community Planning Manager, dated 17 September 2015, on Governance of Community Planning – Thematic Partnerships and Report from Facilitator, Ms J McConnell on Governance of Community Planning Workshop Held on 25 August 2015.

Councillor McGrath said there were substantial health issues in the district and queried how health would be integrated into the Community Plan.

Ms McKee said she had undertaken meetings with the Downe Health Committee, Daisy Hill and with other groups and this was a longer term initiative about addressing health and wellbeing with primary health care. The Community Plan was evidence based and local views would be fed into it regarding health and wellbeing.

Councillor McGrath requested a report for the next Committee meeting regarding the services provided by the legacy Councils for the health campaigns and how the same level of services would be provided to the community over the next year.

Mr Hannaway advised the new Council's role was different to the legacy council in that the new Council engaged with the health sector and had statutory responsibility to work in partnership with community organisations. As part of the Community Planning process, analysis of health statistics would be undertaken and provided to community organisations. He also advised Council now had a statutory responsibility to work with the Health and Social Care Trusts to increase health and wellbeing across the district.

Councillors McGrath and Quinn expressed concerns about Council's relationship with the Health and Social Care Trusts.

Councillor W Clarke commented that Council must embrace the spirit of the partnership which community planning now enabled. Councillor Craig said there was a health/well-being thematic working group and the community would be involved in this. He said he did not fear that the Health Trusts would no longer be held to account by Council under the new arrangement.

Agreed: **It was agreed on the proposal of Councillor Burns, seconded by Councillor Craig to:**

- 1. Establish initial Community Planning Thematic Partnerships**
- 2. Draft a report to Party Representatives Forum regarding the political representation on each Partnership.**

FOR DISCUSSION/DECISION

SPR/148/2015 **TWINNING – PROJECTS FOR APPROVAL**

Read: Report from Mr E Curtis, Director of Strategic Planning and Performance dated 17 September 2015, regarding Twinning.

NOTED: Approval was being requested for Council officials to evaluate the 7 Twinning Projects referred to in the above report and bring back a recommendation on the continuation and development of 3 or 4 of the existing 7 twinning arrangements. The report to include details of the level of support currently provide to each twinning arrangement. Council officers would also investigate potential funding sources for Twinning Projects.

NOTED: It was requested Sister Cities also be linked into this review and report.

Agreed: **It was agreed on the proposal of Councillor Carr, seconded by Councillor Donnelly to:**

- 1. Evaluate the 7 legacy Twinning Projects and bring back a detailed report to include a recommendation on the continuation and development of 3 or 4 of the existing twinning arrangements.**
- 2. That funding for Twinning Projects to be investigated.**

SPR/149/2015

SISTER CITIES

Read: Report from Mr E Curtis, Director of Strategic Planning and Performance dated 17 September 2015, regarding Sister Cities.

NOTED: That following discussion between the parties, a nomination from Sinn Fein for the forthcoming visit to Southern Pines had been received and there was a nomination to be received from the SDLP the following day.

Councillor Burns said he understood this issue would be taken to Party Representatives Forum and he suggested 2 Councillors and 1 Council official would be sufficient, if the Chairperson chose not to travel.

Mr Curtis said he would report to Strategy, Policy and Resources Committee in October 2015 on the Dublin City Sister event being held in Dublin in April 2016.

Councillor Carr said if Southern Pines was included in the twinning project review, it could place the Sister Cities Agreement in jeopardy.

Councillor Burns requested that Sister Cities should form part of the overall twinning review as this would highlight the advantages and disadvantages of all twinning and associated arrangements.

Agreed: It was agreed that a review of Sister Cities would be undertaken and a report brought back to Strategy, Policy and Resources Committee meeting in October 2015.

SPR/150/2015 **DSD TRANSFERRING FUNCTIONS – SIF PROJECTS**

Read: Correspondence dated 4 August 2015 to Mr L Hannaway from Mr J Burns, DSD regarding Neighbourhood Renewal Funding for Social Investment Fund Projects and Newry, Mourne and Down District Council Transition Plan 2015/16 – 2016/17. Mr Burns advised that within the Department's Transition Plan for Newry, Mourne and Down DC there were two Neighbourhood Renewal capital projects which were to be advanced through the Social Investment Fund (SIF): Thomas Davis GFC, Club House Development and Downpatrick Football Club new 3g pitch. He outlined that, subject to the usual caveats, DSD would be minded to contribute £240,000 and £350,000 respectively from the Neighbourhood Renewal Investment Fund towards the cost of the projects.

Mr Burns advised that as the schemes were not anticipated to commence until after 1 April 2016, the Office of the First and Deputy First Minister (OFM/DFM) was now seeking clarification as to what the funding position would be going forward and DSD were seeking clarification as to whether Council was prepared to meet these potential commitments from the budgets that were anticipated to transfer from DSD next year. He added that the indications from OFM/DFM were that unless such a commitment was given, there was a real possibility the projects would fall.

NOTED: Councillor W Clarke referred to the Downpatrick SIF Cluster saying it was in a sports cluster and costs had gone up due to the length of time in implementing the SIF programme, which had put the programme at risk. He proposed writing to OFMDFM to ask them to transfer money from revenue spend into capital spend to allow sports clusters to go ahead. Councillor Burns seconded this proposal.

NOTED: A meeting between officials and DSD would take place regarding the Transition Plan, with a report being brought back to the October 2015 Committee.

NOTED: It was noted that DSD staff and Council officials would be meeting to undertake a review of the Town Master Plans.

Agreed: It was agreed on the proposal of Councillor W Clarke, seconded by Councillor Burns, to

1. Agree to DSD's request for Council to give a commitment to ring-fence contributions of £240,000 and £350,000 for Thomas Davis GFC and Downpatrick Football Club respectively from the budgets transferring from DSD to Councils in 2016.
2. Write to OFMDFM requesting them to transfer money from revenue spend into capital spend to allow sports clusters to go ahead.

SPR/151/2015 **PROPOSAL TO PURCHASE PORTION OF LAND AT FORMER DOWN DISTRICT COUNCIL SITE ON STRANGFORD ROAD, DOWNPATRICK FOR DEVELOPMENT OF NEW DOWN HIGH SCHOOL**

Read: Report from Mr E Curtis, Director of Strategic Planning and Performance dated 17 September 2015, regarding a request from the Department of Education to purchase a 3.11 acres portion of land at the former Down District Council Offices, Strangford Road, Downpatrick to facilitate the development of a new school for Down High School.

NOTED: Council would be working with the Department of Education to minimise the impact of the sale of this portion of land on the overall site and Council Officials would liaise with Land and Property Services (LPS) in relation to this proposed sale, taking into account the key land value. Department of Education would be required to meet all legal costs and any other associated costs incurred by the Council in relation to the proposed sale.

Members discussed issues relating to the potential relocation of the graveyard at this site and the need for this matter to be handled sensitively and respectfully to include the relocation, if required, of remains to Struell cemetery and the erection of a plaque in memory of the deceased.

Agreed: It was agreed on the proposal of Councillor W Clarke, seconded by Councillor Reilly, to

1. Agree in principle to the request from the Department of Education to acquire a portion of land at the former Down District Council offices to develop the new High School proposal.

2. **Agree to both parties using LPS in respect of required valuations.**
3. **The Department of Education to cover all Council costs for land valuations and all legal costs.**

SPR/152/2015 DRAFT POLICY AND PROCEDURES ON THE ERECTION OF COMMERCIAL/ADVERTISING SIGNAGE ON COUNCIL LAND AND PROPERTY BY THIRD PARTIES

Read: Report from Ms A Robb, Assistant Director, Corporate Services (Administration) dated 17 September 2015, regarding draft policy and procedures on the erection of commercial/advertising signage on Council land and property by third parties

NOTED: It was noted that if the erection of signage on Council owned land was agreed to, planning approval would be required. If not, the person who owned the land would be liable. In response to a query, Mr Curtis undertook to investigate the cost of planning approval.

Agreed: **It was agreed on the proposal of Councillor Burns, seconded by Councillor W Clarke, to accept the draft Policy and Procedures on the Erection of Commercial/Advertising Signage on Council Land and Property by Third Parties.**

It was further agreed that signage indicating the location of the Paupers' Graveyard, Newry, be investigated.

ITEM RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2014

SPR/153/2015 HEAD FORESHORE LEASE – ISSUE ON FORESHORE AT BALLYEDMOND, CARLINGFORD LOUGH

Read: Report from Mr E Curtis, Director of Strategic Planning and Performance dated 17 September 2015, regarding the Head Foreshore Lease – Ballyedmond, Carlingford Lough.

Agreed: **On the proposal of Councillor Carr, seconded by Councillor Craig, it was agreed to exclude the public and press from the meeting during discussion on this matter which related to exempt information by virtue of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - Information relating to the financial of business affairs of any particular person (including the Council holding that information).**

Agreed: On the proposal of Councillor Burns, seconded by Councillor Carr, it was agreed the Committee come out of closed session.

Agreed: When the Committee came out of closed session, the Chairman reported it had been agreed on the proposal of Councillor Carr, seconded by Councillor Ruane:

1. That Council continue with negotiations in relation to the renewal of the Head Lease for foreshore at Newry River and Carlingford Lough, Moygannon, Rostrevor and Ballinran and officials work in association with the Ballyedmond Estate regarding extraction of a portion of the head lease at Ballyedmond and the alleged public right of way along the shoreline at Ballyedmond.
2. That a Mournes/Crotlieve DEA briefing meeting be held to provide up to date information for the Mournes and Crotlieve DEA Councillors, particularly those not familiar with the area.

CORPORATE SERVICES – HUMAN RESOURCES

SPR/154/2015 EMPLOYEE QUALIFICATION ASSISTANCE SCHEME

Read: Report from Ms C Miskelly, Assistant Director of Corporate Service (Human Resources) dated 17 September 2015, regarding the Employee Qualification Assistance (EQA) Scheme

NOTED: The appendix referred to in the report was not available to all Members via minutepad.

Agreed: On the proposal of Councillor Burns, seconded by Councillor Craig, that the Employee Qualification Assistance Scheme be made available to employees of Newry, Mourne and Down District Council to operate on the loan basis as the procedure for Councillors obtaining qualifications with delegated authority to the management team for the operation of this scheme.

CORPORATE SERVICES – FINANCE

SPR/155/2015 APPLICATION FOR CREDIT CARDS

Read: Report from Mr R Dowey, Head of Finance, dated 28 August 2015, regarding issue of Credit Cards.

- Agreed:** On the proposal of Councillor Reilly, seconded by Councillor Donnelly, that an Agreement be signed with Danske Bank Ltd to issue Credit Cards to the following staff:
- Robert Dowey, - limit of £8,000
 - Eddie Curtis – limit of £5,000
 - David Barter, limit of £4,000
 - Marie Ward – limit of £2,000
 - Canice O'Rourke – limit of £2,000

MISCELLANEOUS

SPR156/2015 INCREASED CRANE COSTS – REMOVAL OF SEA GATES AT VICTORIA LOCK

Read: Report from Mr E McManus, Capital Projects, dated 17 September 2015, regarding the refurbishment of Victoria Lock – Capital Projects

Agreed: On the proposal of Councillor Ruane, seconded by Councillor Donnelly, the payment of additional costs in relation to cost of crane hire for removal and replacement of Sea Gates at Victoria Lock be considered with authority to be granted to Consultant/Project Manager to discuss extra costs with Contractor and report back to Council with recommendations on any appropriate additional payments.

NOTED: A report would be brought to the October 2015 Strategy, Policy and Resources Committee Meeting regarding additional costs.

SPR/157/2015 PLANNING PERMISSION FOR CLOUGHOGUE ROUNDABOUT

Read: Report from Mr E Curtis, Director of Strategic Planning and Performance dated 17 September 2015, regarding the proposal for a Community Roundabout feature at Cloughogue Roundabout, Newry

Agreed: On the proposal of Councillor Ruane, seconded by Councillor Kimmins, the proposal for a Community Roundabout feature at Cloughogue Roundabout, Newry, be approved.

SPR/158/2015 PROPOSAL FOR URBAN GARDEN AT THE REAR OF THE ARTS CENTRE, NEWRY

Read: Report by Quayside Community Trust regarding Lands to the Rear of Newry/Arts Centre – Temporary Use Proposal

Agreed: On the proposal of Councillor Ruane, seconded by Councillor Ó Muirí, that with regret, the proposal for a community garden at the back of the Arts Centre be refused, but that officials work with the Trust to identify another suitable area.

SPR/159/2015 **CROTLIEVE DEA BRIEFING REPORT**

Read: Briefing Report of Crotlieve DEA Briefing Meeting held on 10 August 2015

Agreed: On the proposal of Councillor Ruane, seconded by Councillor Kimmins, that the Crotlieve DEA Briefing Report of the meeting held on 10 August 2015, be approved.

SPR/160/2015 **MEETING WITH SOUTH DOWN COMMUNITY RESCUE**

Read: Report from Mr E Curtis, Director of Strategic Planning and Performance dated 17 September 2015, regarding the South Down Community Rescue Team's request to establish a base in Newry.

Agreed: On the proposal of Councillor Donnelly, seconded by Councillor Ruane, that the section of land adjacent to Drumalane (Newry) Playing Fields to establish a base for the South Down Community Rescue Team, be approved.

SPR/161/2015 **OFF-STREET PARKING : FUTURE DELIVERY OPTIONS**

Read: Report from Mr J McBride, Change Manager, dated 17 September 2015, regarding Off-Street Parking: Future Delivery Options.

Agreed: On the proposal of Councillor Craig, seconded by Councillor Donnelly,:

1. That authorising Officials enter into discussions with the Department for Regional Development (DRD) to extend the Agency Agreement and Technical Specification (for all Councils) for the delivery of off-street parking for a further three years (1 November 2016 – 31 October 2019) (with an option to extend if required)
2. That an economic appraisal be commissioned to identify the future options for the use of car parking across the District.

ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2014

SPR/162/2015 TENDER: 52 – 2014 LEISURE CENTRE, NEWRY – PHASE 2

Read: Report from Mr E McManus, Capital Projects, dated 17 September 2015, regarding the responses to PQQ process for Newry Leisure Centre – Phase 2.

Agreed: On the proposal of Councillor Craig, seconded by Councillor Kimmins, it was agreed to exclude the public and press from the meeting during discussion on this matter which related to exempt information by virtue of Paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - Information relating to the financial of business affairs of any particular person (including the Council holding that information).

Agreed: On the proposal of Councillor Carr, seconded by Councillor Donnelly, it was agreed the Committee come out of closed session.

Agreed: When the Committee came out of closed session, the Chairman reported that on the proposal of Councillor Craig, seconded by Councillor Ruane:

1. To approve the four firms who applied under the PQQ process.
2. To proceed to the ITT Stage.
3. To invite these 4 firms to tender for the Newry Leisure Centre – Phase 2 Scheme.
4. To make arrangements for the demolition of the former Newry Swimming Pool and Jennings Park Pavilion with consideration to be given to including these works with the Phase 2 Scheme.

SPR/163/2015 ORGANISATIONAL DESIGN – UPDATE

Read: Report from Mr L Hannaway, Chief Executive dated 17 September 2015, regarding the Update on Organisational Design.

Agreed: On the proposal of Councillor Craig, seconded by Councillor Kimmins, it was agreed to exclude the public and press from this meeting during the discussion on this matter which related to exempt information by virtue of Section 51 of the Local Government Act (NI) 2014, Schedule 6 Part 1, Para 4, Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection

with any labour relations matter arising between the Council or a government department and employees of, or office holders under, the Council.

Agreed: On the proposal of Councillor Carr, seconded by Councillor Donnelly, it was agreed the Committee come out of closed session.

Agreed: When the Committee came out of closed session, the Chairman reported that on the proposal of Councillor Craig, seconded by Councillor Donnelly:

1. The recommendations set out in Section 4 of the report in relation to the responsibilities of and appointment for a Director of Corporate Services; including Elected Member nominations to the shortlisting and interview panels should those be required, and that these nominations be in line with points 4.6 and 4.7 of the report.

2. The recommendations set out in Section 5 of the report.

NOTED: Councillor Craig said he would be willing to be a member of the panel for the appointment of Director of Corporate Services if required, as he had been trained and had been a panel member for the post of Director, Enterprise, Regeneration and Tourism.

SPR/164/2015 **BALLYNAHINCH ENVIRONMENTAL SCHEME**

Read: Report from Ms M Ward, Director of Enterprise, Regeneration and Tourism dated 13 September 2015, regarding the Ballynahinch Environmental Scheme.

Agreed: On the proposal of Councillor Craig, seconded by Councillor Kimmins, it was agreed to exclude the public and press from this meeting during the discussion on this matter which related to exempt information by virtue of Paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial of business affairs of any particular person (including the Council holding that information).

Agreed: On the proposal of Councillor Carr, seconded by Councillor Donnelly, it was agreed the Committee come out of closed session.

Agreed: When the Committee came out of closed session, the Chairman reported that on the proposal of Councillor Craig, seconded by Councillor Ruane, that the contents of the report be noted and approval be provided to settle the final account.

ANY OTHER BUSINESS

SPR/165/2015 **LOCAL GOVERNMENT PARTNERSHIP ON TRAVELLERS' ISSUES**

NOTED: It was noted that Councillor Casey would be replacing Councillor Kimmins on the Local Government Partnership on Travellers' Issues.

SPR/166/2015 **STRATEGY, POLICY AND RESOURCES COMMITTEE AGENDA**

AGREED: It was unanimously agreed that due to the size of the Strategy, Policy and Resources Committee, the agendas in future would be condensed into the headings below:

- Estate
- Corporate
- Community Planning
- Performance
- Verification
- Capital
- With items requiring to be taken as exempt matters, being grouped together on the agenda

The meeting concluded at 8.01pm

For consideration at the Council Meeting to be held on Monday 5 October 2015.

Signed: **Councillor Robert Burgess**
Chairperson

Signed: **Eddy Curtis**
Director of Strategic Planning and Performance

17.09.2015

Duty of Performance Improvement

Johnny McBride,
Change Manager

Ag freastal ar an Dún agus Ard Mhacha Theas
Serving Down and South Armagh



Comhairle Ceantair
**an Iúir, Mhúrn
agus an Dúin**
**Newry, Mourne
and Down**
District Council



Presentation Outline:

- Background & Context
 - Legislative Requirements for 2015/16
 - Audit & Assessment Arrangements for 2015/16
 - Approach in Newry, Mourne & Down
 - Summary
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Background & Context:

- Duty set-out in LG (Northern Ireland) Act (2015)
- Corresponding Duty placed on LGA
- Annual Improvement Plans aligned with Community Planning outcomes
- Planning (Northern Ireland) Act (2011)



Legislative Requirements for 2015/16:

- “Interim arrangement” for 2015/16 due to absence of a Community Plan
- Duty of Improvement linked to Corporate Plan (one year only)
- Guidance & timetable of activity issued by DoE in July 2015
- Draft LG (Performance Indicators & Standards) Order (2015)



Audit & Assessment Arrangements for 2015/16:

1. Council to identify (at least one) performance improvement objective By 31 May 2015
2. Council to consult upon its performance improvement objective By 31 May 2015
3. Council to publish its performance improvement objective By 31 July 2015
4. Council must put in place a timetable and plan to develop and progress performance improvement objective By 30 September
5. LGA to ascertain legislative compliance (based on above) By 31 October
6. LGA to issue Letter of Assurance By 31 October



Approach in Newry, Mourne & Down:

- Ensure legislative compliance!
- Engage with DoE, LGA & Other Councils
- Build the necessary “corporate architecture” to support performance improvement
- Baseline performance & identify targets which are aligned with Member expectations





Summary:

- Importance of performance information for driving improvement
- Duty can act as the driver!
- Capacity & capability issues
- Important links with new PfG & Partnership Panel