

Corporate Plan Update

(Incorporating the
Performance Improvement
Plan)

2016-2017



Comhairle Ceantair
an Iúir, Mhúrn
agus an Dúin

Newry, Mourne
and Down
District Council

Contents	Pages
1.0 Introduction and Context	3-4
2.0 Our Priorities (Strategic Objectives of the Corporate Plan 2015-19)	5
3.0 Key Achievements in 2015-16	6-7
4.0 Our Duty of Improvement	8-10
5.0 Our Performance Improvement Objectives for 2016-17	11-16
6.0 Statutory Performance Indicators and Standards	17-18
7.0 Audit & Assessment Arrangements	19
 Appendices	
Appendix I – Summary analysis of the consultation undertaken as part of the annual review of the Corporate Plan (2015-19)	20-22
Appendix II – Corporate Performance Scorecard for 2015-16	23-27
Appendix III – Summary analysis of consultation responses received in relation to public consultation on the draft Performance Improvement Objectives for 2016-17	28-32
Appendix IV – Self-Assessment of performance in relation to Statutory Performance Indicators and Standards for 2015-16 ¹	33

¹ To be appended before September 2016 upon publication of the relevant performance information by central government.

1.0 Introduction and Context

- 1.1 Welcome to our Corporate Plan Update for 2016-17 which also incorporates our Performance Improvement Plan for the same period.
- 1.2 2015-16 represented a very significant year for us; it was our first year coming into being and despite the enormous challenges amalgamating two former Districts, coupled with the transfer of new responsibilities from central government and the incorporation of Ballyward from the former Banbridge District Council, we have had many successes, some of which are highlighted later on in this document.
- 1.3 Many challenges remain both for us as an organisation but also for our wider District, however we are determined to make improvements across a wider range of areas, not just in 2016-17 but in the years that follow.
- 1.4 As part of our overall strategic planning framework, the Corporate Plan is reviewed and refreshed on an annual basis to take into account new and emerging strategic challenges and opportunities, as well as up-to-date performance information.
- 1.5 Both the Corporate Plan and the Performance Improvement Plan sit within a hierarchy of strategic plans that guide and inform our activity within the Council (illustrated at **Figure 1.** below).

Figure 1.



- 1.6 The Performance Improvement Plan set-outs what we will do over the course of this current financial year to comply with our new statutory duty to secure continuous improvement.

- 1.7 This Update and the Performance Improvement Plan have been developed following extensive consultation and engagement with a wide-range of our key stakeholders and partners. In doing so, it has been developed with the needs of local citizens, local voluntary and community, as well as local businesses in mind. A summary analysis of the consultation carried-out in relation to the annual review of the Corporate Plan is provided at **Appendix I**.

2.0 Our Priorities

(Strategic objectives of the Corporate Plan 2015-19)

- 2.1 We continue to work towards realising our long-term vision for the District based on the eight strategic objectives that we were previously adopted in our Corporate Plan (illustrated at **Figure 2.** below).

Figure 2.



- 2.2 Over the course of this current financial year, we will continue to develop and implement the necessary plans, initiatives and changes that will support the achievement of these priorities.
- 2.3 Our performance last year (2015-16) against what we said we will deliver is provided as a corporate performance scorecard, provided at **Appendix II.**
- 2.4 We are also committed to delivering on the promotion of equality of opportunity and good relations in accordance with our statutory duties as laid out in Section 75 of The Northern Ireland Act (1998).

3.0 Key Achievements in 2015-16

3.1. Despite the many challenges arising from the implementation of Local Government Reform (LGR) as well as taking responsibility for the discharge of new functions, such as Planning, and those services that were previously the responsibility of the legacy Councils, we achieved the following successes:

- Worked with key partners in organising the delivery of the Irish Open at Royal County Down, Newcastle **(May 2015)**;
- Implemented an extensive financial assistance programme for the District's community and voluntary groups **(May 2015)**;
- Supported the organisation of Northern Ireland's first ever Gran Fondo Giro D'Italia cycling event which covered large parts of our District **(June 2015)**;
- Organised and delivered another very successful Festival of Flight event in Newcastle, Co Down **(August 2015)**;
- Compiled and published a baseline evidence report to inform our future Community Plan **(August 2015)**;
- Hosted the Annual Famine Commemoration in Northern Ireland for the very first time **(September 2015)**;
- Launched a new economic & regeneration strategy for the District **(October 2015)**;
- Organised Northern Ireland's first ever stakeholder debate on Brexit **(October 2015)**;
- Hosted a major Age Friendly conference **(November 2015)**;
- Launched a series of procurement seminars to advise local businesses of how they can supply to the Council **(December 2015)**;
- Launched a District-wide culture and arts programme **(December 2015)**;
- Launched a new sports association (Sports Association Newry & Down or SAND) to provide support to the large number of sporting organisations across the District **(January 2016)**;
- Successfully established new structures to support each of our seven District Electoral Areas (DEAs) and to provide a mechanism for local community engagement **(February 2016)**;

- Agreed a District Rate of 1.94% which was below the rate of inflation and below the value of the Regional Rate which is set by central government;
- Secured £27 Million of new capital investment in our District for 2016-17 **(February 2016)**;
- Completed the appointment of the Senior Leadership Team arising from the appointment of a new Director of Corporate Services **(February 2016)**; and
- Continued with the implementation of new organisational structures **(throughout the year)**.

4.0 Our Duty of Improvement

4.1 General Duty of Improvement

- 4.1.1 Part 12 of The Local Government Act (NI) 2014 sets-out a General Duty of Improvement for the Council, whereby we are required to make arrangements to secure continuous improvement in the exercise of our functions (Section 84).
- 4.1.3 We are also required for each financial year, to set improvement objectives for the services we provide and to secure arrangements for achieving them (Section 85).
- 4.1.4 We are also required to publish an annual performance improvement plan which sets-out in more details what we want to improve and how our performance will be measured.
- 4.1.5 This new duty will have clear links with the ambitions of our new Community Plan and with the wider drive for improvements in our organisation and will be subject to an annual audit and assessment by the Northern Ireland Audit Office (NIAO).

4.2 Performance Management Framework

- 4.2.1 A key element of our arrangements to support continuous improvement has been the implementation of an interim performance management framework as a means of supporting the cascade of our strategic objectives down into the operations of our new Departments and Services. This interim framework is represented by the production of annual Departmental business plans which set-out the key actions and measures of performance for each Department.
- 4.2.2 **Figure 3.** provides an overview of our current performance management framework.

Figure 3.



4.2.2 More recently, we have implemented a new strategic planning methodology, based on the achievement of key outcomes, for the development of our first Community Plan. Through the remainder of this financial year, this methodology will be used to make improvements to our corporate planning processes and current performance management framework.

4.3 Reviewing Our Performance

4.3.1 Reviewing our performance is something which is very important to us. During 2016-17 we will also be identifying more robust measures of performance to provide us with the information that will tell us whether the actions and investments we undertake are making a difference.

4.3.2 We will continue review our performance throughout the year in accordance with the following timetable:

- Annually by the Full Council;
- At six monthly intervals at Committee level by the Strategy, Policy & Resources Committee; and
- Quarterly by the Senior Management Team.

There will also be a continual review of performance at Department level.

4.4 Transformation and Improvement

4.4.1 Transforming and improving how we deliver services and how we are organised as a Council is a key priority of our Corporate Plan. Over the course of this year we will be finalising plans that will set-out how we consider the Council needs to change to reduce the overall cost of running the Council and to support what we want to achieve for the wider District.

4.4.2 Providing the foundation for everything that we want to do, these plans will be reflected in our future performance improvement arrangements. We have recently established a Council Working Group to drive and oversee this important work.

5.0 Our Performance Improvement Objectives for 2016-17

5.1 Identifying our Performance Improvement Objectives for 2016-17

- 5.1.1 Our Community Plan will be the overarching strategy which will improve the economic, social and environmental well-being of our District however, although significant preparatory work has been undertaken to prepare a draft for consultation, it will not be published until the early Autumn of 2016.
- 5.1.2 Despite this, the wide-spread consultation and evidence gathering already undertaken, in relation to it and as part of the development of the Corporate Plan (2015-19), have been used to inform and identify our specific performance improvement objectives.
- 5.1.3 In the absence of an agreed Community Plan for our District, we have aligned our performance improvement objectives with a number of specific strategic objectives within the Corporate Plan (2015-19).
- 5.1.4 **Figure 4.** provides a “strategic read-across” which illustrates the alignment between the specific strategic objectives of the Corporate Plan (2015-19) and the performance improvement objectives. The same diagram also identifies the specific criteria of the seven aspects of the performance that we are required to meet and which are also set-out in the legislation, namely;
- Strategic effectiveness;
 - Service quality;
 - Service availability;
 - Fairness;
 - Sustainability;
 - Efficiency; and
 - Innovation.

Figure 4.

Seven Aspects of Performance

Corporate Plan Objective	Supporting Performance Improvement Objective	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation	Supporting Improvement Project(s)
By 2019, supported improved health and wellbeing outcomes	Improved the provision of leisure and recreation facilities across the District	x	x	x	x	x			<ul style="list-style-type: none"> ▪ Improvement Project 1 – completion of Phase II, Newry Leisure Centre ▪ Improvement Project 2 – completion of the new Downpatrick Leisure Centre
By 2019, transformed and modernised the Council, providing accessible and value for money services	Improved the performance of the Council’s Development Management (Planning) service		x			x	x	x	<ul style="list-style-type: none"> ▪ Improvement Project 3 – implementation of a service improvement plan for Development Management (Planning)
By 2016, empowered and improved the capacity of our communities	Established local structures in support of the development and implementation of the District’s Community Plan	x			x	x		x	<ul style="list-style-type: none"> ▪ Improvement Project 4 - establishment & operation of a Community Planning Partnership as well as supporting Thematic Working Groups

5.1.5 For each of the performance improvement objectives we have also identified the specific improvement projects that will realise the expected improvements. More detailed information concerning each of the objectives is provided in **Figure 5** overleaf.

Figure 5.

Performance Improvement Objective	Why was this objective chosen?	Supporting Improvement Project(s)	How will we measure success?
Improved the provision of leisure and recreation facilities across the District	<ul style="list-style-type: none"> ▪ The Community Planning baseline evidence report in July 2015 identified a range of health inequality, obesity and mental well-being issues. ▪ The Council has identified improving the provision of leisure and recreations facilities as a means of supporting the redress of these issues. 	<ul style="list-style-type: none"> ▪ Improvement Project – completion of Phase II, Newry Leisure Centre ▪ Improvement Project 2 – completion of the new Downpatrick Leisure Centre 	<ul style="list-style-type: none"> ▪ Capital projects delivered on time and to budget ▪ Outcomes-based indicators and performance measures are currently being identified as part of the development of the Community Plan
Performance Improvement Objective	Why was this objective chosen?	Supporting Improvement Project(s)	How will we measure success?
Improved the performance of the Council’s Development Management (Planning) service	<ul style="list-style-type: none"> ▪ The Council inherited a substantial backlog of approximately 1,100 applications on the 1 April 2015 from DoE Planning. ▪ Backlog had increased to approximately 1,600 applications by January 2016 largely due to resourcing issues. ▪ DoE Planning statistics for 2015-16 identified the Council as one of the worst performing Councils in Northern Ireland. ▪ Significant stakeholder dissatisfaction with the performance of the service. 	<ul style="list-style-type: none"> ▪ Improvement Project - Implementation of a service improvement plan for Development Management (Planning) 	<ul style="list-style-type: none"> ▪ Reduction in the number of backlog applications ▪ Increase in the number of decisions issued ▪ Improved performance in respect of statutory performance indicators for Planning

	<ul style="list-style-type: none"> The Council commissioned an external review of the service in January 2016 which recommended a number of service improvements. 		
Performance Improvement Objective	Why was this objective chosen?	Supporting Improvement Project(s)	How will we measure success?
Established local structures in support of the development and implementation of the District's Community Plan	<ul style="list-style-type: none"> The Council is required in legislation to establish a Community Planning Partnership in support of the development and management of the Community Plan. The Council has identified the Community Planning Partnership and supporting structures as an important means of empowering and improving the capacity of local communities. 	<ul style="list-style-type: none"> Improvement Project - establishment & operation of a Community Planning Partnership as well as supporting Thematic Working Groups 	<ul style="list-style-type: none"> The establishment and operation of the Community Planning Partnership The establishment and operation of Thematic Working Groups The production of an agreed Community Plan for the District.

5.2 Public Consultation

- 5.2.1 We undertook widespread public consultation from April to June 2016 on the draft performance improvement objectives. Specific groups targeted included: residents; local businesses; local community and voluntary organisations, as well as statutory organisations. An overwhelming majority of respondents agreed with the performance improvement objectives set by us.
- 5.2.2 As part of the consultation we also sought the views of key stakeholders on future areas for improvement. This information will be used to inform the selection of future performance improvement objectives in future years.
- 5.2.3 **Appendix III** provides a summary analysis of consultation responses received in relation to public consultation on the draft Performance Improvement Objectives for 2016-17

5.3 Equality Screening

- 5.3.1 In accordance with our Section 75 requirements of The Northern Ireland Act (1998), each of the performance improvement objectives has also been subject to equality screening. The outcome of the equality screening process determined the performance improvement objectives are not required to be subject to an equality impact assessment.

6.0 Statutory Performance Indicators and Standards

- 6.1 Section 89 of our improvement duty also requires us to publish those performance indicators and standards that are set by central government concerning our performance in the specific areas of economic development, planning and waste management.
- 6.2 The seven statutory performance indicators and accompanying standards, as provided for by The Local Government Performance Indicators and Standards Order (2015), are as set-out in Figure 6.

Figure 6.

Ref	Statutory Performance Indicator	Annual Standard (Target)
Economic Development		
ED1	<p>The number of jobs promoted through business start-up activity</p> <p>(Business start-up activity means the delivery of completed client-led business plans under the Department of Enterprise, Trade and Investment’s Regional Start Initiative or its successor programmes)</p>	>155
Planning		
P1	<p>The average processing time of major planning applications</p> <p>(An application in the category of major development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015(a))</p>	<30 weeks
P2	<p>The average processing time of local planning applications</p> <p>(Local applications means an application in the category of local development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015 and any other applications for approval or consent under the Planning Act (Northern Ireland) 2011 (or any orders of regulations made under that Act))</p>	<15 weeks
P3	<p>The percentage of enforcement cases processed within 39 weeks</p> <p>(Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (Northern Ireland) 2011 (or under any orders or regulations made under that Act))</p>	70%

Waste Management		
W1	<p>The percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse)</p> <p>(Household waste is defined in Article 2 of the Waste and Contaminated Land (Northern Ireland) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013))</p>	<p>As per NILAS (Northern Ireland Landfill Allowance Scheme) targets</p>
W2	<p>The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled</p> <p>(Local Authority Collected Municipal Waste is as defined in Section 21 of the Waste and Emissions Trading Act 2003)</p>	<p><26,396 tonnes</p>
W3	<p>The amount (tonnage) of Local Authority Collected Municipal Waste arisings</p> <p>(Local Authority Collected Municipal Waste arisings is the total amount of Local Authority Collected Municipal Waste which has been collected by a District Council)</p>	<p>As per NILAS (Northern Ireland Landfill Allowance Scheme) targets</p>

- 6.3 Later in the year (before the end of September 2016) we will undertake and publish a self-assessment of our performance across these seven indicators. This will be appended to this document (at **Appendix IV**) and will provide an explanation of performance for the 2015-16 financial year. We are currently awaiting final publication of this performance information by central government.

7.0 Audit and Assessment Arrangements

- 7.1 The arrangements that we secure in relation to continuous improvement will be subject to an annual audit and assessment by the Northern Ireland Audit Office (NIAO).
- 7.2 Similar to the audit and assessment arrangements for 2015-16, the NIAO will ascertain the following in 2016-17:
- Whether the Council has published its performance improvement objective(s) within its Corporate Plan;
 - That each objective meets at least one of the seven relevant criteria in the Act;
 - That a consultation process has been conducted; and
 - Whether a satisfactory timetable and plan is in place to develop and progress the specified performance improvement objective(s).
- 7.3 Subject to the above being demonstrated, the NIAO will issue a Letter of Assurance (to both Council and the DoE) which will provide an assessment of the Council improvement activity outlined above for 2016-17. This is expected in October 2016.

Appendices

Appendix I

Newry, Mourne and Down District Council Corporate Plan 2015-2019

First Year Review 2015-2016

Introduction

The Council is obliged to review the relevance of its Corporate Plan 2015-2019 on an annual basis. The first year review has just been completed through a series of consultation workshops with a range of stakeholders and the report below details its findings and the implications for the Corporate Plan as the Council enters its second year. The review also highlights progress against key activities as presented via the Corporate Performance Scorecard 2015-16.

Consultees were given an update on how Council has performed during its first year in terms of delivery against its 8 Strategic Objectives and asked for their feedback on how relevant the 8 Strategic Priorities are and for any additions / amendments required for the Corporate Plan.

Findings

There was overall agreement with the Mission Statement, Core Values and current 8 Strategic Objectives as outlined in the Corporate Plan 2015-2019. Suggestions were made for proposed changes to the tense used and additional key actions to be included. There were also some overarching comments made regarding the implementation of the Strategic Objectives.

- Respondents said the Strategic Objectives should be presented in present tense
- Respondents raised the need to ensure linkage and due reference in a sensitive manner is given to Strategic Objectives 1 and 4 as this is an area of outstanding natural beauty and this must be respected.
- They also requested that due reference is paid to Strategic Objectives 4 and 5, respecting the environment in all developmental activity.
- Consultees asked under Strategic Objective 2 that Council ensure that quality, sustainable jobs, rather than zero hours, seasonal jobs be created.
- Respondents requested the definition under Strategic Objective 5 include rebuilding sustainable communities.
- It was suggested to revise the definition under Strategic Objective 7 to include the word, enable.
- An additional action is requested under Strategic Objective 1, to read – *“Develop the potential of the cultural heritage experience for all”*
- An additional action is requested under Strategic Objective 8 to read – *“Lead by example in employment policy and practice”* as the Council is a major employer in the district.

- An additional action is requested under Strategic Objective 8 to read - *the Corporate Plan should make direct reference to the corporate compliance requirements of the Section 75 statutory duties, and that Council will carry out its functions having due regard to the need to promote equality of opportunity and regard to the desirability of promoting good relations.*

Specific service related issues were raised as follows:

Respondents raised concerns regarding issues which lie outside the remit of Council, such as accessibility to and car parking at Daisy Hill hospital and the poor state of some roads

Other service issues related to

- Illegal dumping, fuel laundering, fly tipping and dog fouling and the resources incurred in dealing with these matters.
- how can Community Relations and Community Connections with people with no internet access or those who live in isolated rural communities be improved
- more facilities/services for older people
- Further clarification on the linkages between the Corporate Plan and the Community Plan.
- More information from Council on how it spends its money and allocates budgets.

Recommendations

- 1 updates Councillor Information to reflect new Councillors
2. Rewrite the Strategic Objectives in the present tense.
3. Ensure linkage and due reference in a sensitive manner is given to Strategic Objectives 1 and 4.
- 4 ensure due reference is paid to Strategic Objectives 4 and 5.
- 5 under Strategic Objective 2, Council ensure that quality, sustainable jobs, rather than zero hours, seasonal jobs be created.
- 6 the definition under Strategic Objective 5 include rebuilding sustainable communities.
- 7 the definition under Strategic Objective 7 include the word enable.
- 8 additional action under Strategic Objective 1, to read- *Develop the potential of the cultural heritage experience for all*
- 9 additional action under Strategic Objective 8, to read –*Lead by example in employment policy and practice*
- 10 additional action under Strategic Objective 8, to read – *The Corporate Plan should make direct reference to the corporate compliance requirements of the Section 75 statutory duties, and that Council will carry out its functions having due regard to the need to promote equality of opportunity and regard to the desirability of promoting good relations.*

11. Clarification provided for citizens on the linkages between the Corporate Plan and the Community Plan
12. Service issues raised relating to Council functions is communicated through relevant departments for action.

In Conclusion

Stakeholders welcomed the opportunity to be engaged with on the Corporate Plan First Year Review and requested Council continue with this engagement. A copy of the first review will be posted on the Corporate Website.

Appendix II

Corporate Objective 1: Become one of the premier tourism destinations on the island of Ireland				
Ref.	Key Actions.	Owner.	2015/16	Explanatory Note
CO1	Establish a recognised tourism brand for the District	ERT	A	Tourism Strategy Development on-going to be completed
CO2	Work with NITB, Tourism Ireland and other stakeholders to review and improve tourism infrastructure	ERT	A	Tourism Strategy Development on-going to be completed
CO3	Explore the potential for Geotourism along the east coast border areas	ERT	A	Tourism Strategy Development on-going to be completed
CO4	Take a lead role in realising the tourism potential of hosting the Irish Open and other major events	ERT	A	Tourism Strategy Development on-going to be completed
CO5	Review the tourism infrastructure of Newcastle	ERT	G	Gondola Feasibility underway

Corporate Objective 2: Attracted investment and supported the creation of new jobs				
Ref.	Key Actions.	Owner.	2015/16	Explanatory Note
CO6	Secure the District's position as a cross-border gateway for Dublin, Belfast and beyond	ERT	A	Part of Local Development Plan
CO7	Liaise with education and training establishments to ensure a steady flow of skilled employees for employers	ERT	G	Economic Forum established and progressing this
CO8	Successfully deliver Small Business Start and Growth Programmes, locally based	ERT	G	342 Business Plans completed 261 jobs promoted
CO9	Prioritise infrastructure development and economic regeneration as part of the new Local Development Plan	ERT	G	2 EI Schemes underway in Warrenpoint & Newry. Downpatrick Scheme being developed. Hotel Development being pursued.
CO10	Establish a new civic centre for Newry City	SPP	G	External consultants appointed to assist with site identification and outline specification.

Corporate Objective 3: Supported improved health and wellbeing outcomes				
Ref.	Key Actions.	Owner.	2015/16	Explanatory Note
CO11	Replace the two existing Leisure Centres in Newry City and Downpatrick	AHC	A	NLC well underway with progress reported through SP&R. DLC due to commence in coming weeks.
CO12	Develop targeted programmes to tackle obesity and diabetes	AHC	G	New marketing plan required for indoor facilities which will identify additional programmes. Implementation of Tier 4 posts will help drive this. Start of some programmes already commenced i.e. Couch to 5k etc.
CO13	Promote increased physical activity levels	AHC	G	New marketing plan required for indoor facilities which will identify additional programmes. Implementation of Tier 4 posts will help drive this. User numbers have increased due to NLC phase 1. Development of Play and Sports Facility Strategy will assist. Every Body Active 2020 programme also commenced.
CO14	Implement a leisure facilities and play strategy	AHC	G	Sports Facility strategy at draft stage, to be presented to Council in June, then Sept. Play strategy to be developed over summer and presented during autumn.

Corporate Objective 4: Protected our natural and built environment				
Ref.	Key Actions.	Owner.	2015/16	Explanatory Note
CO15	Close our existing landfill sites	RTS	G	Both Aughnagun & Drumanakelly landfill sites are closed to residual waste. The sites are at present working on their final closure/capping plans
CO16	Better manage the District's waste	RTS	A	While the Council has moved away from landfill, it still needs to improve recycling rates and address the organic food waste collection services to comply with legislation and environmental issues
CO17	Reduce the risk of flooding in high risk areas	CS	A	Rivers Agency holds lead responsibility to implement the EU Flood Directive including implementing schemes and mitigating flood risks. The Council is also a key stakeholder in a scheme to protect Camlough Reservoir from structural failure.
CO18	Protect the District's rich natural and built heritage	RTS	G	Protecting the natural and built environment is part of the wider consideration undertaken with each of the 1200+ applications processed in 2015/16. Planning enforcement acts at all times to protect the environment through use of enforcement and stop notices.

Corporate Objective 5: Led the regeneration of urban and rural areas				
Ref.	Key Actions.	Owner.	2015/16	Explanatory Note
CO19	Implement master plans, including an up-to-date action plan for every town and village	ERT	G	Masterplan Review on-going. Village Plan progressing via RDP
CO20	Introduce a rolling programme of EI schemes across towns and villages	ERT	G	2 schemes underway in Newry & Warrenpoint Village Renewal application being developed for RDP
CO21	Agree with the Department of Social Development (DSD) arrangements for the transfer of regeneration powers and functions	ERT	R	Transfer of regeneration powers and functions from DSD has been suspended. Awaiting future decision from NI Executive.

Corporate Objective 6: Advocated on your behalf specifically in relation to those issues that really matter to you				
Ref.	Key Actions.	Owner.	2015/16	Explanatory Note
CO22	Establish a new Community Planning Partnership as a means to engage and involve statutory partners as well as communities in developing the District	SPP	G	A governance structure has been agreed with elected members, statutory partners, community and voluntary sector representatives.
CO23	Attract public sector jobs to the District	ERT	A	Council's investment strategy being developed that will help address this
CO24	Advocate for the introduction of high-speed broadband and enhanced mobile infrastructure across the District	ERT	G	On-going work with broadband voucher scheme implemented. Exploring with DFE the next stage of broadband roll out
CO25	Lobby for the improvement of roads within and across the District	ERT	A	Meetings held with TNI on SRR & range of others
CO26	Promote good health care provision for all citizens	SPP	A	Baseline evidence compiled to support promotion of Health and Wellbeing in the District. Health and Wellbeing Thematic Delivery Group being established. Health Forum established to liaise with health sector on local health provision issues

Corporate Objective 7: Empowered and improved the capacity of our communities				
Ref.	Key Actions.	Owner.	2015/16	Explanatory Note
CO27	Establish seven new Community For a based on District Electoral Areas (DEAs) to allow for engagement and reporting at a local level	AHC	G	7 DEA Fora established, inaugural public meetings undertaken, nomination process undertaking for network membership
CO28	Explore the potential for the community management of current Council facilities	AHC	A	Community Centre Audit of Effectiveness currently underway. Baseline information required to inform decision making process around community management.
CO29	Develop a community engagement strategy for all aspects of Council services	SPP	G	External assistance currently being engaged to support the development of the strategy
CO30	Develop and deliver a Community Support Plan (formerly the responsibility of the DSD)	AHC	G	Community Support Plan finalised and in the process of implementation

Corporate Objective 8: Transformed and modernised the Council, providing accessible as well as value for money services				
Ref.	Key Actions.	Owner.	2015/16	Explanatory Note
CO31	Become an Investors in People (IIP) and Customer Service Excellence (CSE) accredited organisation	SPP / CS	R	SMT previously agreed not to proceed with CSE & IIP at this time.
CO32	Develop a strategic financial plan to meet the capital and revenue needs of the Council	CS	G	To be initiated upon completion of 2015-16 year end.
CO33	Comprehensively review existing models of service delivery to identify more efficient ways of doing business	SPP	G	Various service reviews undertaken however future scheduling will form part of wider corporate improvement plan.
CO34	Implement an Improvement Plan to transform existing Council operations	SPP	A	Annual Performance Plan produced for 2015-16 produced in accordance with LG Act (2014) however important work to be undertaken during 2016 to finalise transformational blueprint.

Appendix III

Summary Analysis of Consultation Responses

Date Commenced: Monday, 25 April 2016

Closing Date: Friday, 17 June 2016

Total Number of Responses Received: 15 (fifteen)

Question 1.	What consultation group do you belong to?																
	<p>Consultees were asked to identify which specific consultation group they belonged to. Responses were received from the following groups:</p> <table border="1" data-bbox="721 746 1796 1043"><thead><tr><th data-bbox="721 746 1258 783">Consultation Group</th><th data-bbox="1258 746 1796 783">Number</th></tr></thead><tbody><tr><td data-bbox="721 783 1258 820">Resident</td><td data-bbox="1258 783 1796 820">5</td></tr><tr><td data-bbox="721 820 1258 857">Local Business</td><td data-bbox="1258 820 1796 857"></td></tr><tr><td data-bbox="721 857 1258 893">Local Community Organisation</td><td data-bbox="1258 857 1796 893">3</td></tr><tr><td data-bbox="721 893 1258 930">Local Voluntary Organisation</td><td data-bbox="1258 893 1796 930">1</td></tr><tr><td data-bbox="721 930 1258 967">Statutory Organisation</td><td data-bbox="1258 930 1796 967"></td></tr><tr><td data-bbox="721 967 1258 1003">Other</td><td data-bbox="1258 967 1796 1003"></td></tr><tr><td data-bbox="721 1003 1258 1040">Identified as Multiple</td><td data-bbox="1258 1003 1796 1040">6</td></tr></tbody></table>	Consultation Group	Number	Resident	5	Local Business		Local Community Organisation	3	Local Voluntary Organisation	1	Statutory Organisation		Other		Identified as Multiple	6
Consultation Group	Number																
Resident	5																
Local Business																	
Local Community Organisation	3																
Local Voluntary Organisation	1																
Statutory Organisation																	
Other																	
Identified as Multiple	6																

Question 2.	Do you agree that the draft performance improvement objectives and supporting project(s) are appropriate for our District?												
	<p>Consultees were asked whether they agreed or disagreed with each of the three draft performance improvement objectives and supporting performance improvement projects. Not all consultees stated whether they agreed or disagreed with all of the draft performance improvement objectives and supporting projects.</p> <table border="1" data-bbox="577 443 1944 1054"> <thead> <tr> <th data-bbox="577 443 1547 483">Performance Improvement Objective (Supporting projects)</th> <th data-bbox="1547 443 1742 483">Agree</th> <th data-bbox="1742 443 1944 483">Disagree</th> </tr> </thead> <tbody> <tr> <td data-bbox="577 483 1547 659">Improved the provision of leisure and recreation facilities across the District (Phase II, Newry LC & new Downpatrick LC)</td> <td data-bbox="1547 483 1742 659" style="text-align: center;">8</td> <td data-bbox="1742 483 1944 659" style="text-align: center;">5</td> </tr> <tr> <td data-bbox="577 659 1547 834">Improved the performance of the Council’s Development Management (Planning) service (service improvement plan for Development Management)</td> <td data-bbox="1547 659 1742 834" style="text-align: center;">11</td> <td data-bbox="1742 659 1944 834" style="text-align: center;">1</td> </tr> <tr> <td data-bbox="577 834 1547 1054">Established local structures in support of the development and implementation of the District’s Community Plan (establishment of Community Planning Partnership and Thematic Working Groups)</td> <td data-bbox="1547 834 1742 1054" style="text-align: center;">9</td> <td data-bbox="1742 834 1944 1054" style="text-align: center;">2</td> </tr> </tbody> </table> <p>Consultees were also asked to comment on each of the draft performance improvement objectives and supporting performance improvement projects. An analysis of the comments has identified the following issues:</p> <ul style="list-style-type: none"> ▪ The need to invest in the infrastructure and facilities of Newry City; ▪ The need to secure open space / park for Newry City; ▪ The need to improve the processing of Planning applications; ▪ The need to engage Newry 2020 in the development and implementation of the District’s Community Plan; ▪ The need for more leisure and recreation facilities across the District; 	Performance Improvement Objective (Supporting projects)	Agree	Disagree	Improved the provision of leisure and recreation facilities across the District (Phase II, Newry LC & new Downpatrick LC)	8	5	Improved the performance of the Council’s Development Management (Planning) service (service improvement plan for Development Management)	11	1	Established local structures in support of the development and implementation of the District’s Community Plan (establishment of Community Planning Partnership and Thematic Working Groups)	9	2
Performance Improvement Objective (Supporting projects)	Agree	Disagree											
Improved the provision of leisure and recreation facilities across the District (Phase II, Newry LC & new Downpatrick LC)	8	5											
Improved the performance of the Council’s Development Management (Planning) service (service improvement plan for Development Management)	11	1											
Established local structures in support of the development and implementation of the District’s Community Plan (establishment of Community Planning Partnership and Thematic Working Groups)	9	2											

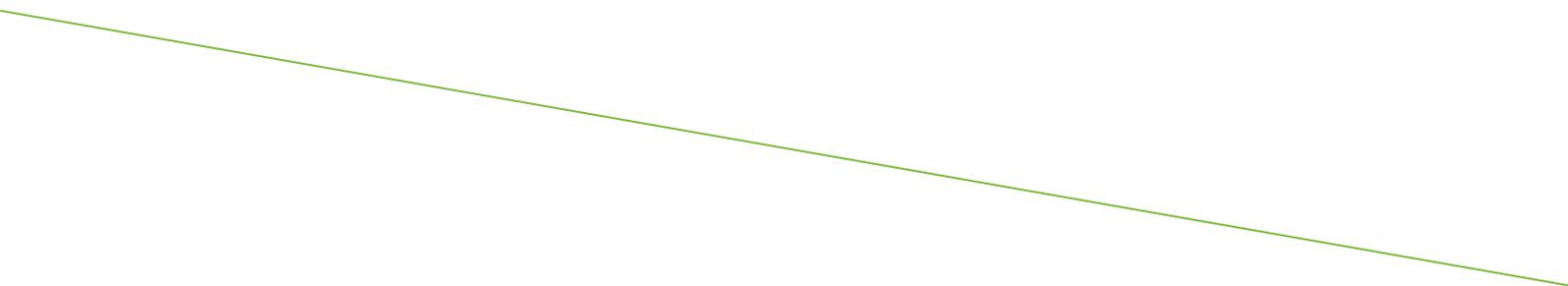
	<ul style="list-style-type: none"> ▪ The need to address dog fouling across the District (the use of CCTV & heavier fines were suggested); ▪ The need to improve the social environment (theatres, clubs, classes etc.) for older people; ▪ The need to introduce greater accountability in the discharge of Planning responsibilities; ▪ The need to consider disability access across Council services; ▪ The need to consult more with local residents as opposed to with local agencies concerning changes; and ▪ The new (Newry) Leisure Centre will be a great asset.
Question 3.	What alternative improvement objective(s) and supporting projects would you suggest?
	<p>Consultees were asked for alternative improvement objective(s) and supporting projects. The following alternatives were suggested:</p> <ul style="list-style-type: none"> ▪ The Council needs to improve its means of consulting and engaging with local stakeholders; ▪ Improvements to roads, pavements and car parking; ▪ Addressing fly tipping and fuel laundering; ▪ Removal / cessation of dog fouling; ▪ Improving the user-friendliness of the Planning portal system (by including users in future design - older people were referenced); ▪ Re-start specific festivals in Newcastle and Dundrum; ▪ Improving disability access to Council services; and ▪ Improvements to the accessibility of car parking.

Question 4.	What areas of the Council would you like to see Newry, Mourne & Down District Council make improvements to in the future?																										
	<p>Consultees were asked to identify those specific services of Council where they would like to see improvements to in the future. An analysis of the responses has identified the following services:</p> <table border="1" data-bbox="719 408 1794 890"> <thead> <tr> <th data-bbox="723 411 1509 448">Service</th> <th data-bbox="1509 411 1792 448">Number</th> </tr> </thead> <tbody> <tr> <td data-bbox="723 448 1509 485">Arts, Culture & Events</td> <td data-bbox="1509 448 1792 485">6</td> </tr> <tr> <td data-bbox="723 485 1509 521">Building Control & Licensing</td> <td data-bbox="1509 485 1792 521">5</td> </tr> <tr> <td data-bbox="723 521 1509 558">Community Services</td> <td data-bbox="1509 521 1792 558">6</td> </tr> <tr> <td data-bbox="723 558 1509 595">Registration Services</td> <td data-bbox="1509 558 1792 595">2</td> </tr> <tr> <td data-bbox="723 595 1509 632">Economic Development & Tourism</td> <td data-bbox="1509 595 1792 632">8</td> </tr> <tr> <td data-bbox="723 632 1509 668">Environmental Health</td> <td data-bbox="1509 632 1792 668">4</td> </tr> <tr> <td data-bbox="723 668 1509 705">Leisure & Recreation</td> <td data-bbox="1509 668 1792 705">6</td> </tr> <tr> <td data-bbox="723 705 1509 742">Off-Street Parking</td> <td data-bbox="1509 705 1792 742">4</td> </tr> <tr> <td data-bbox="723 742 1509 778">Parks & Open Spaces</td> <td data-bbox="1509 742 1792 778">9</td> </tr> <tr> <td data-bbox="723 778 1509 815">Planning</td> <td data-bbox="1509 778 1792 815">5</td> </tr> <tr> <td data-bbox="723 815 1509 852">Urban & Rural Regeneration</td> <td data-bbox="1509 815 1792 852">5</td> </tr> <tr> <td data-bbox="723 852 1509 888">Waste Collection, Recycling & Environmental Cleansing</td> <td data-bbox="1509 852 1792 888">5</td> </tr> </tbody> </table> <p>Consultees were also asked to comment on the specific areas for future improvement. An analysis of the comments has identified the following issues:</p> <ul data-bbox="517 1070 2022 1380" style="list-style-type: none"> ▪ The tourism potential of Newry City needs to be improved. ▪ Arts & culture must be properly resourced to attract tourists to the District; ▪ A register maintained of all local artists, performance organisations, crafts people etc. to demonstrate the extent of the arts across the District; ▪ Major investment in infrastructure across the District should be a key priority area; ▪ Addressing illegal dumping & fly tipping; ▪ Addressing the poor state of local roads (potholes) and reducing flooding; ▪ Planning permission made easier and greater accountability for performance; ▪ Car parking at Slieve Gullion; 	Service	Number	Arts, Culture & Events	6	Building Control & Licensing	5	Community Services	6	Registration Services	2	Economic Development & Tourism	8	Environmental Health	4	Leisure & Recreation	6	Off-Street Parking	4	Parks & Open Spaces	9	Planning	5	Urban & Rural Regeneration	5	Waste Collection, Recycling & Environmental Cleansing	5
Service	Number																										
Arts, Culture & Events	6																										
Building Control & Licensing	5																										
Community Services	6																										
Registration Services	2																										
Economic Development & Tourism	8																										
Environmental Health	4																										
Leisure & Recreation	6																										
Off-Street Parking	4																										
Parks & Open Spaces	9																										
Planning	5																										
Urban & Rural Regeneration	5																										
Waste Collection, Recycling & Environmental Cleansing	5																										

- | | |
|--|---|
| | <ul style="list-style-type: none">▪ Improving leisure and recreation facilities;▪ Including local communities in the development and management of parks and open spaces; and▪ Addressing traffic congestion in Newry City. |
|--|---|

Appendix IV

TO BE INSERTED BEFORE THE 30 SEPTEMBER 2016



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

0300 013 2233 (Council)
0300 200 7830 (Planning)
council@nmandd.org
www.newrymournedown.org

Oifig an Iúir
Newry Office
O'Hagan House
Monaghan Row

Newry BT35 8DJ

Oifig Dhún Pádraig
Downpatrick Office
Downshire Civic Centre
Downshire Estate, Ardglass Road

Downpatrick BT30 6GQ

This document is available in a range of formats upon request.