



June 14th, 2023

Notice Of Meeting

You are requested to attend the meeting to be held on Thursday, 15th June 2023 at 6:00 pm in Microsoft Teams & Downshire Civic Centre.

**Committee Membership 2023 - 2024**

Councillor L McEvoy **Chairperson**

Councillor C Enright **Deputy Chairperson**

Councillor J Brennan

Councillor P Byrne

Councillor O Hanlon

Councillor R Howell

Councillor T Kelly

Councillor A Lewis

Councillor D McAteer

Councillor A Mathers

Councillor S O'Hare

Councillor A Quinn

Councillor H Reilly

Councillor G Sharvin

Councillor D Taylor

# Agenda

## 1.0 Apologies

Mrs Marie Ward

Mr Conor Mallon

## 2.0 Declarations of Interest

## 3.0 Action Sheet arising from SPR Committee Meeting held on 16 March 2023


 *Draft SPR-Action Sheet arising from 16 March 2023\_ (002) (002).pdf*

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## 4.0 SPR Committee Terms of Reference.

 *SPR Report - SPR Committee Terms of Reference 2023 - 2027.pdf*

*Page 10*

 *ToR SPR Committee (Final approved SPR June 2023).pdf*

*Page 13*

## 5.0 To agree start times for SPR Committee Meetings 2023-2024.

 *To agree start times for SPR Committee Meetings 2023-2024..pdf*

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### *Notices of Motion*

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## 6.0 Notice of Motion: Mourne Gateway Project

The following Notice of Motion submitted by Cllr McMurray was referred to SPR committee at the Council Meeting on 3rd April 2023




“This Council notes with concern the continued lack of clarity, as well as increasing public opposition, regarding the Visitor Centre located at Thomas’ Mountain and ‘Gondola’ elements of the Mourne Gateway Project. Stakeholder events and information sessions fall short of a full public consultation for a project of this financial, environmental and economic magnitude. Council will; pause the progression of this project until explicit consent from the landowner is acquired, commission a full public consultation on the project open to all residents within the district including open and transparent stakeholder engagement, actively investigate and develop alternatives to the Gondola and Thomas’ Mountain Visitor Centre elements – alternatives which will both meet the funding criteria while enhancing this Area of Outstanding Natural Beauty.”

 *SPR June 2023 - NoM - MMGP - vf.pdf*

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## **7.0 Revised Access to Information Policy and Procedure**

-  *SPRC ATIPP Report.pdf* *Page 21*
  
-  *DRAFT Access to Info Policy.pdf* *Page 24*
  
-  *DRAFT Access to Info Procedure.pdf* *Page 26*






## **8.0 Revised Conflicts of Interest Policy and Procedure**

-  *SPRC COI Report.pdf* *Page 57*
  
-  *DRAFT Conflict of Interest Policy and Procedures V0.7.pdf* *Page 60*

## **9.0 Performance Improvement Plan 2023-24**

-  *SPR Cover Report PIP 2023-24.pdf* *Page 87*
  
-  *Appendix 1 - Performance Improvement Plan 2023-24.pdf* *Page 90*
  
-  *Appendix 2 - Consultation and Engagement Report 2023-24\_.pdf* *Page 126*
  
-  *Appendix 3 - Objective Delivery Plans 2023-24.pdf* *Page 152*

## **10.0 Directorate Business Plans**

-  *SPR Cover Report Directorate Business Plans.pdf* *Page 166*
  
-  *Appendix 1 - Chief Executive's Annual Assessment Business Plan 2022-23.pdf* *Page 169*
  
-  *Appendix 2 - Corporate Services Directorate Annual Assessment Business Plan 2022-23.pdf* *Page 178*
  
-  *Appendix 3 - Chief Executive's Business Plan 2023-24.pdf* *Page 191*
  
-  *Appendix 4 - Corporate Services Directorate Business Plan 2023-24.pdf* *Page 204*

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*Items deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014*


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## **11.0 Renewal of Lease of Office at Down Arts Centre**

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person

and the public may, by resolution, be excluded during this item of business.

 ***SPR Report - 15 June 23 -Lease at Down Arts Centre.pdf*** ***Not included***

 ***Map for Lease at Down Arts Centre (DDC048-B-1-10).pdf*** ***Not included***

## **12.0 Extension to area leased at Dungormley Estate, Newtownhamilton**

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

 ***SPR Report - 15 June 23 -Lands at Dungormley Estate Newtownhamilton.pdf*** ***Not included***

 ***Footpath at Dungormley Estate Newtownhamilton.pdf*** ***Not included***

## **13.0 Request to lease lands at Bunkers Hill, Castlewellan**

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

 ***SPR Report - 15 June 2023 - Lands at Bunkers Hill.pdf*** ***Not included***

 ***Map Of Lands at Bunker's Hill (DDC031-G-1-00).pdf*** ***Not included***

## **14.0 Surrender of Lease of pitch at Carrigenagh Road Playing Fields, Kilkeel**


This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

 ***Report SPR 15 June 23 - Surrender of Lease at Carrigenagh Road Playing Fields Kilkeel.pdf*** ***Not included***

 ***Map SPR Valley Rangers FC.pdf*** ***Not included***

## **15.0 Proposed Lease of Saintfield Community Centre**

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.


 ***Report SPR - Saintfield Community Association - 15 June 23.pdf*** ***Not included***



## 16.0 Request to dispose of strip of land at Saintfield Community Centre

This item is deemed to be exempt under paragraph one of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to any individual and the public may, by resolution, be excluded during this item of business.


 ***SPR Report - Proposed sale of lands at Saintfield CC 15 June 23.pdf*** ***Not included***

 ***Map of Lands at Saintfield Community Centre.pdf*** ***Not included***

## 17.0 Request to lease lands at Killough Playing Fields, Killough

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

 ***SPR Report - 15 June 2023 - Killough Playing Fields.pdf*** ***Not included***

 ***Map for Report SPR -15 June 2023- Killough Playing Fields.pdf*** ***Not included***

## 18.0 Request for Wayleave at Slieve Gullion Forest Park

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

 ***SPR Report - 15 June 23 - Wayleave at Slieve Gullion.pdf*** ***Not included***

 ***Wayleave and Maps Slieve Gullion - SPR 15June 2023.pdf*** ***Not included***

## 19.0 Lease of The Old Gasworks Site, Newry

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

 ***Report SPR 15 June 23 - Unit known as former Gasworks Site Newry.pdf*** ***Not included***

 ***Map of Old Gasworks Site Newry (NM419-G-1-00).pdf*** ***Not included***

## 20.0 Renewal of Licence for portacabin at Shandon Park, Newry

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

 ***SPR Report - 15 June 23 -Licence for Portacabin at Shandon Park.pdf*** ***Not included***

## 21.0 Lease of Ballynahinch Market House

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

## 22.0 Renewal of Licences at Crossmaglen Community Centre

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

## 23.0 Civil Engineering Minor Works Framework Procurement

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

## 24.0 NCCR – BRCD Approval of Public Realm Design Fees

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

## 25.0 Provision of Internal Audit Services 2023-2027

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person (including the Council holding that information) and the public may, by resolution, be excluded during this

item of business.

 <i>Provision of Internal Audit Services 2023-2027 new.pdf</i>	<i>Not included</i>
 <i>Appendix 1 - Approved Business Case - IA Provsion 2023-2027.pdf</i>	<i>Not included</i>






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**FOR NOTING Items deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014**

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## **26.0 DfC Budget 2023/24 – Consultation Responses**

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person (including the Council holding that information) and the public may, by resolution, be excluded during this item of business

 <i>DfC Consultation new.pdf</i>	<i>Not included</i>
 <i>Appendix 1 - 2023 Draft Budget - Letter from Perm Sec to SOLACE Chair - Rates Support Grant - 9 May 2023.pdf</i>	<i>Not included</i>
 <i>Appendix 2 - LMP - Proposed pause of funding.pdf</i>	<i>Not included</i>
 <i>Appendix 3 - NMDDC EQIA Response - RSG.pdf</i>	<i>Not included</i>
 <i>Appendix 4 - NMDDC EQIA Response - LMP.pdf</i>	<i>Not included</i>

## **27.0 Year End Management Accounts – 2022/23**

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 <i>Management Accounts 202223 final.pdf</i>	<i>Not included</i>
 <i>Appendix 1 - Mgt Accs by Directorate for period ending 31 March 2023.pdf</i>	<i>Not included</i>
 <i>Appendix 2 - Mgt Acs by Assistant Directorate for period ending 31 March 2023.pdf</i>	<i>Not included</i>
 <i>Appendix 3 - Management Accounts By Expense Code for Period Ending 31 March 2023.pdf</i>	<i>Not included</i>
 <i>Appendix 4 - Payroll Report at 31 March 2023.pdf</i>	<i>Not included</i>

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## *For Noting*

### **28.0 2022/23 FOI/EIR/DP/RM monitoring statistics**

- [!\[\]\(13b6bdd0ca077c333d50231f1443cb1d\_img.jpg\) \*Compliance Team 2022-23 Year End Report.pdf\*](#) *Not included*
  
- [!\[\]\(5dbedd4e1e8871e3a0e67053ad2f9701\_img.jpg\) \*FOI-EIR- DP 2022-23 Stats.pdf\*](#) *Not included*
  
- [!\[\]\(d4749465acb9b53e115af1f9ce82539c\_img.jpg\) \*RM 2022-23.pdf\*](#) *Not included*

### **29.0 Annual report for the period 1 April 2022 – 31 March 2023 on requests related to naming Council facilities, planting trees and to locate artworks/sculptures on Council property.**

- [!\[\]\(cdf2842d82858164c68c92720a337fb9\_img.jpg\) \*Annual report for the period 1 April 2022 31 March 2023 on requests related to naming Council facilities planting trees and to locate artworks sculptures on C.pdf\*](#) *Not included*

### **30.0 Statutory reporting – Rural Needs Annual Monitoring Report for period 1 April 2022 – 31 March 2023**

- [!\[\]\(7a8011739ec4e250e2f89a547d75fb0a\_img.jpg\) \*Statutory reporting - Rural Needs Annual Monitoring Report for period 1 April 2022-31 March 2023.pdf\*](#) *Not included*
  
- [!\[\]\(07dce76283bf618e2364d95ae0021e26\_img.jpg\) \*Appendix I - NMDDC Rural Needs Annual Monitoring Report for period 1 April 2022 to 31 March 2023.pdf\*](#) *Not included*

### **31.0 Statutory reporting - Section 75 Policy Screening Report – Quarterly Report for period January – March 2023**

- [!\[\]\(8d139a66f540002704b5c70b7fe6cc7a\_img.jpg\) \*Statutory reporting - Section 75 Policy Screening Report Quarterly Report for period January March 2023.pdf\*](#) *Not included*
  
- [!\[\]\(c209541a4bc5f45e44bd7791f9477320\_img.jpg\) \*Appendix I - Section 75 Policy Screening Report Quarterly Report for period January March 2023.pdf\*](#) *Not included*

### **32.0 Digital Communications and Marketing Activity Report – Local Council Elections Count, 19 & 20 May 2023**

- [!\[\]\(9bfa69b6b0f097b09744337d04f22d78\_img.jpg\) \*31 15.06.23 Digital Communications and Marketing Activity Report LC Elections 2023 agenda item.pdf\*](#) *Not included*
  
- [!\[\]\(7d26c345cabf494d35782f002b741ce9\_img.jpg\) \*31 15.06.23 Appendix I LC Elections 2023 Facebook Analytics Report.pdf\*](#) *Not included*
  
- [!\[\]\(40fb90293499d45782783c449b0d92d0\_img.jpg\) \*31 15.06.23 Appendix II LCElections 2023 Twitter Analytics Report.pdf\*](#) *Not included*

### **33.0 The Department of Health and Department of Justice draft**

## **Domestic and Sexual Abuse Strategy 2023 – 2030 and associated Equality and Human Rights Screening**


 *SPRC Report Consultation Draft Domestic Sexual Abuse Strategy 2023-30.pdf* *Not included*

 *Appendix 1 Consultation Response Draft Domestic Sexual Abuse Strategy 2023-30.pdf* *Not included*

 *Appendix 2 Draft Domestic Sexual Abuse Strategy 2023-30.pdf* *Not included*

### **34.0 The Department of Justice consultation on Forms of Evidence of Domestic Abuse that should Trigger an Automatic Prohibition on cross-examination in person in family proceedings and associated Equality and Human Rights Screening.**

 *SPRC Report Consultation Reponse -Evidence of Domestic Abuse in Family Courts.pdf* *Not included*

 *Appendix 1 Draft Consultation Response- Evidence of Domestic Abuse for Family Courts.pdf* *Not included*

 *Appendix 2 Consultation on Evidence of Domestic Abuse for Family Courts.pdf* *Not included*

 *Appendix 3 Specified Evidence Equality Screening Form (2).pdf* *Not included*

 *Appendix 4 Rural Needs Impact Assessment Screening Form.pdf* *Not included*

### **35.0 Minutes of Mournes Gateway Project - Project Board Meeting held on Friday 3rd March 2023,**

 *Minutes of Mournes Gateway Project - Project Board Mtg 03.03.2023 (Final).pdf* *Not included*

### **36.0 Minutes of Newry City Centre Regeneration Programme Board Meeting held on Thursday 23rd March 2023**

 *Minutes of Newry City Centre Regeneration Programme Board Mtg 23.03.2023.pdf* *Not included*

<b><u>ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 19 JANUARY 2023</u></b>			
SPR/004/2023	Notice of Motion – Kings Coronation	It was agreed that Elected Members give consideration to establishing a King Charles III Coronation financial assistance programme within the existing budget and be brought back to the next Strategic Finance Working Group for consideration and ratification at full Council.	R Mackin
		Further to the SFWG meeting Council initiated a financial assistance call. This will close on 3 April 2023. Assessment outcome will be tabled at AHC meeting April 2023.	Y
<b><u>ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 16 FEBRUARY 2023</u></b>			
<b><u>ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2014</u></b>			

<p>SPR/027/2023</p>	<p>NCCR-Monaghan Row Office Site</p>	<p>It was agreed Elected Members approve the following recommendations:</p> <ul style="list-style-type: none"> <li>Members agree to the sale of the Monaghan Row site to the Southern Health and Social Care Trust at the LPS valuation subject to agreement of terms between both Council and the Southern Trust.</li> <li>Members agree to the lease back of a portion of Monaghan Row site from the Southern Health and Social Care Trust at LPS valuation subject to agreement of terms.</li> </ul>	<p>J Kelly</p>	<p>Completed – Contract signed and update will be provided at April Council meeting.</p>	<p>Y</p>
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**ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 16 MARCH****2023****3**

SPR/036/2023	Action Sheet of the Strategy, Policy and Resources Committee Meeting held on Thursday 16 February 2023.	It was agreed to approve the action sheet from the Strategy, Policy and Resources Committee Meeting held on 16 February 2023.	J Kelly/ A Cassells	Approved	Y
SPR/037/2023	Presentation from Land & Property.	It was agreed to note the presentation.	J Kelly/ A Cassells	Approved	Y
SPR/038/2023	Notice of Motion – Newry Mourne and Down District Council appropriately mark the 25 <sup>th</sup> anniversary of the good Friday/Belfast agreement	It was agreed that Elected Members approve the events taking place in Newry and Mourne Museum and Down County Museum to mark the 25th anniversary of the Good Friday / Belfast Agreement.  It was also agreed that officers write to Mr D Nesbitt, Lady Trimble and Mrs A Carr to invite them to give their views in order to have a wider balanced view as to what had passed in 25 years.	C Moffett	Referred to Museum Curators / Education Officers who are issuing invitations.	Y
SPR/039/2023	Notice of Motion – Memorial garden to acknowledge 180 <sup>th</sup> anniversary of Newcastle fishing disaster and all those who have lost their lives through fishing	It was agreed that Elected Members approve to support the motion that Council give consideration to establishing a memorial garden to acknowledge the 180 <sup>th</sup> Anniversary of the Newcastle Fishing Disaster.	C Moffett	To be progressed once recommendation is adopted at Monthly Council meeting 3 April 2023 (subject to 5-day call-in).	Y



SPR/040/2023	Notice of Motion – Rebellion Anniversaries	It was agreed that Elected Members agree to give consideration to an appropriate series of events and initiatives to suitably mark the Rebellion Anniversaries.	C Moffett	Forwarded for information to Museum Curators/ Officers - to be progressed once recommendation is adopted at Monthly Council meeting 3 April 2023 (subject to 5-day call-in).	Y
SPR/041/2023	Governance Arrangements	<p>It was agreed that Elected Members approve the following recommendations:</p> <ol style="list-style-type: none"> <li>1. Council approve that the Annual Meeting of Council will take place at 6pm on Monday 1st June 2023, in Downshire Civic Centre, Downpatrick, in accordance with the Local Government Act (NI) 2014 which states that in an election year, the Annual Meeting of Council must take place within 21 days of the election.</li> <li>2. Delegated authority be given to the Chief Executive to make essential, urgent decisions, as required during period from 3 April 2023 to the first Full Council Meeting (6 June 2023) after the Annual Meeting.</li> <li>3. Under Standing Order 29.2: "any motion to add to, vary or revoke these Standing Order will, when proposed and seconded, stand adjourned without discussion to the next ordinary Meeting of the Council. The mandatory standing orders may not be added to, varied or revoked by the Council." It is recommended that Council adopt the amendment to the Standing Orders as detailed at 2.3 of this report at the next Council Meeting on 3rd April 2023.</li> </ol>	M Ward	Actioned	Y

SPR/042/2023	Draft Performance Improvement Objectives	It was agreed that Elected Members approve the following recommendations: <ul style="list-style-type: none"> <li>The five draft performance improvement objectives 2023-24, as outlined in Appendix 1</li> <li>The proposed approach and timetable for publishing the Performance Improvement Plan 2023-24, as outlined in Appendix 2, including approval to commence the consultation and engagement process on 20 March 2023</li> </ul>	G Byrne	Actioned Actioned	Y
<b><u>ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2014</u></b>					
SPR/043/2023	Lease of lands at Station Road, Castlewella under Council's Sports and Community Leasing Policy.	On the proposal of Councillor Gallagher, seconded by Councillor McMurray, it was agreed to enter into a Lease with the group noted in the report in respect of lands at Station Road, Castlewella as outlined in red on the map attached hereto for a term of 25 years at a peppercorn rent subject to Departmental Consent.	P Rooney	Approved	Y
SPR/044/2023	Lease of lands at Lisdrumgullion, Armagh Road, under Council's Sports and Community Leasing Policy	It was agreed to enter into a Lease with the group noted in the officer's report in respect of that portion of the lands known as Lisdrumgullion Open Space, Armagh Road, Newry as outlined in blue on the map for a term of 25 years at a peppercorn rent subject to Departmental Consent.	P Rooney	Approved	Y
SPR/045/2023	Lease of lands at Annsborough, Castlewella under Council's Sports and Community Leasing Policy	It was agreed to enter into a Lease with the club noted in the report in respect of the lands known as Annsborough Playing Fields, Annsborough, Castlewella as outlined in orange on the map for a term of 25 years at a peppercorn rent subject to Departmental Consent.	P Rooney	Approved	Y

SPR/046/2023	Licensing of fishing Rights at Donaghaguy Lake, Warrenpoint	It was agreed to grant a Licence to Warrenpoint, Rostrevor and District Angling Club for the fishing rights for Donaghaguy Lake, Warrenpoint for a period of up to three years at a Peppercorn Licence Fee subject to Departmental Consent.	P Rooney	Approved	Y
SPR/047/2023	Proposed lease of lands at Dundrum to NI Water for new Wastewater Pumping Station	<p>The following was agreed to facilitate the Installation and Maintenance of the New Waste Water Pumping Station:</p> <ol style="list-style-type: none"> <li>1. That Elected Members agree to the granting of the Lease with easement to NI Water Limited for a term of 99 years, subject to a one-off premium of £1500 and nominal rent.</li> <li>2. That Elected Members agree to the granting of a Licence Agreement for works to NI Water Limited.</li> <li>3. Subject to completion of legal formalities and NI Water Limited being responsible for Council's legal and valuation costs.</li> </ol>	P Rooney	Approved	Y
SPR/048/2023	Amendment to Easement at Glen Hill/Watson's Road, Newry	It was agreed to amend the easement in favour of the Company noted in the report to include a right to lay a surface water pipe along the route marked by a blue dashed line in addition to a foul sewer and that the position of the foul sewer is changed from the area shown by a green line to the blue hatched line on the attached map subject to the company paying the additional market value fee if any.	P Rooney	Approved	Y
SPR/049/2023	Lands at Charlotte Street, Warrenpoint	It was agreed to approve to enter into a Deed of Rectification in respect of lands at 42 Charlotte Street, Warrenpoint subject to agreement of terms and subject also to Departmental Consent.	P Rooney	Approved	Y



SPR/050/2023	Lands at Latt Villas, Mullaghglass, Newry	It was agreed to approve the following recommendations: <ul style="list-style-type: none"> <li>The purchase of the freehold of the lands at Latt Villas as outlined in red on the map from the freeholder noted in the report for the sum noted in the report.</li> <li>The sale of the lands at Latt Villas as outlined in red on the map to the two neighbouring landowners for the sum noted in the report.</li> </ul>	P Rooney	Approved	Y
SPR/051/2023	Request to Release a Strip of Land Over Which Council Holds a Charge – Thomas Davis Newry GAC	It was agreed to release the Charge over the portion of the lands outlined in red on Map 1 and Map 2 as per officer's report.	P Rooney	Approved	Y
SPR/052/2023	Newry Leisure Centre (NLC) – Swimming Pool	It was agreed to approve the following recommendations: <ul style="list-style-type: none"> <li>To order pool tiles for Newry Leisure Centre as per section 2.1.5 of the report.</li> <li>A future report will be tabled at SPR Committee in June 2023 outlining a programme of works and timescales for pool tile repairs.</li> </ul>	P Tamati	Actioned Report to SPRC June	Y
SPR/053/2023	Lease of Monaghan Row from Southern Health and Social Care Trust	It was agreed that Council enter into a Lease with the Southern Health & Social Care Trust for a term of two years (with an option to extend for a further 6 months if required) subject to the rent noted in the officer's report which has been determined by Land and Property Services and subject also to the payment of Service Charges.	C Mallon	Actioned	Y
SPR/054/2023	Renewal of Advertising Solutions Framework Contract Agreement	It was agreed to grant approval as at paragraphs 2.2 and 2.3 of the officer's report.	J Kelly	Approved	Y

SPR/055/2023	Business Case for the Provision Media Monitoring Services for Council's	It was agreed to approve the Business Case at Appendix I and give approval as at paragraph 1.6 of the officer's report.	J Kelly	Approved	Y
<b><u>FOR NOTING – This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014</u></b>					
SPR/056/2023	Management Accounts – 2022/23, Quarter 3.	It was agreed to note the 2022-23 Quarter 3 (period ending 31 December 2022) Management Accounts update.	G Byrne	Noted	Y
SPR/057/2023	Update – Local Government Pay 2023.	It was agreed to note the Local Government Pay 2023 update.	J Kelly	Noted	Y
SPR/058/2023	Chief Executive Appraisal	It was agreed to note the 2022 - 2023 Performance Appraisal of the Chief Executive had been completed and that members of the Chief Executive Appraisal Group were unanimous in their assessment of performance.	C Miskelly	Noted	Y
<b>FOR NOTING</b>					
SPR/059/2023	Update Covid 19 Inquiry	It was agreed to note the update provided by the Chief Executive.	M Ward	Noted	Y

END

**FOR NOTHING – This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014**

<b>Report to:</b>	Strategic Policy & Resources Committee (SP&R)
<b>Date of Meeting:</b>	Thursday 15 <sup>th</sup> June 2023
<b>Subject:</b>	SP&R Committee Terms of Reference 2023 – 2027
<b>Reporting Officer (Including Job Title):</b>	Josephine Kelly Director – Corporate Services
<b>Contact Officer (Including Job Title):</b>	Josephine Kelly Director – Corporate Services

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<input checked="" type="checkbox"/>	<b>For noting only</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>1.0</b>	<b>Purpose and Background</b>			
1.1	Purpose To agree and adopt the recommendations as detailed in Section 3.0			
<b>2.0</b>	<b>Key issues</b>			
2.1	Terms of reference for each of the Committees, have been revised and some adjustments have been proposed. Revised terms of reference with changes highlighted in red, has been attached as follows for this Committee.			
<b>3.0</b>	<b>Recommendations</b>			
3.1	To adopt the proposed changes as detailed in Appx 1 – Strategic Policy & Resources Terms of Reference			
<b>4.0</b>	<b>Resource implications</b>			
4.1	n/a			
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>			
5.1	<b>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</b>			

	It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/>
5.2	<p><b>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><b>Proposal initiating consultation</b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p>Rationale:</p>
<b>6.0</b>	<b>Due regard to Rural Needs (please tick all that apply)</b>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
<b>7.0</b>	<b>Appendices</b>
	Appendix 1 – Strategic Policy & Resource Committee Terms of Reference



<b>8.0</b>	<b>Background Documents</b>
	N/A

## STRATEGY POLICY & RESOURCES COMMITTEE

### **-TERMS OF REFERENCE-**

#### **Scope**

The **Strategy Policy & Resources Committee** ("the Committee") will be responsible for the effective and efficient operation of the Council, as well as setting its future strategic direction.

- Responsibilities for the development, and monitoring implementation, of the key strategic plans of the Council, including the Community Plan, Equality Scheme, Disability Action Plan, Corporate Plan, Performance Improvement Plan.
- Responsible for the effective planning and stewardship of the Council's entire resources and assets (financial, employees, information technology and land/property assets).
- Responsible for the management of the Council's policy development framework, including the statutory duties of equality and disability, and development of policy on matters including the Irish Language, disability and safe guarding strategies.
- Responsible for the development of an equality action measures plan to address corporate key inequalities identified under the audit of inequalities.
- Responsible for the Council's corporate performance management framework, including the setting and monitoring of performance targets and the oversight of performance across the organisation.
- Responsible for leading on the development and implementation of future organisational change in support of the Council's strategic objectives
- Responsible for the development and delivery of key corporate projects.
- Responsible for the Council's corporate communications and policy, including public consultation; public relations and media; marketing and publications.
- Leading on the development and implementation of suitable strategies, policies and programmes to assist with the effective and efficient operation of the Council, to include matters relating to finance\_and systems; human resources; estates and capital projects; legal, **procurement** administration and registration.

Terms of Reference shall be kept under review to ensure they remain appropriate annually. A full review of Council's Committee structures, and the corresponding Terms of Reference will be undertaken within the first 3 months of a new Council. Review of Terms of Reference shall be undertaken by the Council.

## **Membership**

The Committee is comprised of the fifteen (15) Elected Members appointed to the Committee at the Council's Annual Meeting.

## **Quorum**

No business shall be transacted unless at least 4 Members are present.

## **Chairperson**

The Committee Chairperson and Deputy Chairperson shall be appointed at the Council's Annual Meeting in accordance with the Local Government Act (NI) 2014.

## **Meetings**

All meetings of the Committee shall be governed by the Council's Standing Orders and the NI Local Government Code of Conduct for Councillors.

A timetable of meetings shall be agreed annually by the Council.

## **Sub-Committees and Working Groups**

The Committee has the power to establish and appoint any number of Sub-Committees, Task and Finish Working Groups, Project Boards and Forums, as are necessary, to consider in more detail the work of the Committee, (see appendix 1).

## **Communication & Reporting**

The Minutes of the Committee shall be tabled at each meeting of the Council in accordance with the Council's Standing Orders.

## **Declarations of Interest**

A Declaration of Interests Register will be kept for all Committee Members. Each Member shall take responsibility to declare proactively any potential conflict of interest arising out of business undertaken by the Council.

Terms of Reference shall be kept under review to ensure they remain appropriate annually. A full review of Council's Committee structures, and the corresponding Terms of Reference will be undertaken within the first 3 months of a new Council. Review of Terms of Reference shall be undertaken by the Council.

## APPENDIX 1

Council Task and Finish Working Groups/Project Boards/Forums  
Reporting Arrangements

	Committees			
	AHC	ERT	S&E	SPR
Anti-Social Behaviour (ASB) Sub-Group/PCSP	√			
Bonfire Sub-Group/PCSP	√			
Camlough Lake Task and Finish Working Group		√		
Castlewellan Forest Park Project Board		√		
Chief Executive Appraisal Group				√
Church Street Downpatrick Revitalization Steering Group		√		
Downpatrick Regeneration Project		√		
Economic Forum		√		
Elected Member Development Working Group				√
Equality and Good Relations Reference Group				√
Health Forum	√			
Forkhill former Barricks Task and Finish Project Steering Group		√		
Irish Language Strategy Working Group				√
Local Development Plan Steering Group		√		
Mourne Gullion Strangford Geopark Management Group		√		
New Ireland Working Group				√
Newry City Centre Regeneration Project Board		√		
Newry and Mourne Travellers Forum	√			
Peace Plus Partnership	√			
Planning Call-in Panel/Planning Committee		√		
Ring of Gullion Landscape Partnership		√		
Strangford Lough & Lecale Partnership	√			
Strategic Finance Working Group				√
Sustainability and Environment Working Group			√	
Warrenpoint Front Shore Public Realm Working Group		√		
Womens Working Group				√

Terms of Reference shall be kept under review to ensure they remain appropriate annually. A full review of Council's Committee structures, and the corresponding Terms of Reference will be undertaken within the first 3 months of a new Council. Review of Terms of Reference shall be undertaken by the Council.

**STRATEGY POLICY AND RESOURCES COMMITTEE**

<b>Date</b>	<b>Time</b>	<b>Location</b>
15 June 2023	6.00 pm	Mourne Room, Downshire Civic Centre
17 August 2023	6.00 pm	Mourne Room, Downshire Civic Centre
14 September 2023	6.00 pm	Mourne Room, Downshire Civic Centre
12 October 2023	6.00 pm	Mourne Room, Downshire Civic Centre
16 November 2023	6.00 pm	Mourne Room, Downshire Civic Centre
14 December 2023	6.00 pm	Mourne Room, Downshire Civic Centre
18 January 2024	6.00 pm	Mourne Room, Downshire Civic Centre
15 February 2024	6.00 pm	Mourne Room, Downshire Civic Centre
14 March 2024	6.00 pm	Mourne Room, Downshire Civic Centre
11 April 2024	6.00 pm	Mourne Room, Downshire Civic Centre
16 May 2024	6.00 pm	Mourne Room, Downshire Civic Centre

<b>Report to:</b>	Strategy, Policy and Resources Committee
<b>Date of Meeting:</b>	Thursday 15 <sup>th</sup> June 2023
<b>Subject:</b>	Notice of Motion: Mourne Gateway Project
<b>Reporting Officer (Including Job Title):</b>	Andy Patterson Assistant Director of Tourism Culture and Events
<b>Contact Officer (Including Job Title):</b>	Andy Patterson Assistant Director of Tourism Culture and Events

For decision	x	For noting only	
<b>1.0</b>			<b>Purpose and Background</b>
1.1			<p><u>Purpose</u> To approve the recommendations as set out in section 3.1 of this report on the Notice of Motion on the Mourne Mountains Gateway Project.</p> <p><u>Background</u> At the Council meeting in April 2023 the following motion was received from Councillor McMurray:</p> <p>“This Council notes with concern the continued lack of clarity, as well as increasing public opposition, regarding the Visitor Centre located at Thomas’ Mountain and ‘Gondola’ elements of the Mourne Gateway Project. Stakeholder events and information sessions fall short of a full public consultation for a project of this financial, environmental and economic magnitude. Council will; pause the progression of this project until explicit consent from the landowner is acquired, commission a full public consultation on the project open to all residents within the district including open and transparent stakeholder engagement, actively investigate and develop alternatives to the Gondola and Thomas’ Mountain Visitor Centre elements – alternatives which will both meet the funding criteria while enhancing this Area of Outstanding Natural Beauty.”</p> <p>The motion was seconded by Councillor Lee-Surginor, and it was agreed the Motion was referred to the Strategy, Policy and Resources Committee in accordance with Standing Orders.</p>



<b>2.0</b>	<b>Key issues</b>
2.1	<p data-bbox="256 237 772 275"><b><u>Council Approval on the Project</u></b></p> <p data-bbox="256 282 1318 360">The following approvals are in place from Council to progress the Mournes Gateway Project:</p> <ul data-bbox="304 371 1422 987" style="list-style-type: none"> <li data-bbox="304 371 1350 450">• Council granted approval to develop the Outline Business Case for the Mournes Gateway Project in November 2018.</li> <li data-bbox="304 461 1358 584">• Council approved the Outline Business Case for inclusion in the Belfast region City Deal programme in September 2020 and again in October 2021.</li> <li data-bbox="304 595 1422 719">• This included projected capital costs of up to £44m based on the preferred option of a visitor centre at Thomas Quarry and gondola/uplift from Donard Park to the site of the visitor centre.</li> <li data-bbox="304 730 1382 898">• The preferred option for the project was agreed in consultation with the OBC Project Board, which included representatives of the Mournes Heritage Trust, Tourism NI, National Trust and Department for Communities.</li> <li data-bbox="304 909 1390 987">• Comprehensive stakeholder engagement has been undertaken with local tourism and hospitality businesses on the proposed project.</li> </ul> <p data-bbox="256 1043 951 1081"><b><u>Environmental &amp; Ecological Considerations</u></b></p> <p data-bbox="256 1133 1437 1357">Following Council approval of the OBC in October 2021, a report was commissioned to undertake an Environmental and Ecological Review of the project proposals, with input from key stakeholders, including the Mournes Heritage Trust, Tourism NI and National Trust. A Scope of Services was developed to inform the next stage of project development in terms of the comprehensive list of ecological and environmental surveys that will take place in the next 12-18 months.</p> <p data-bbox="256 1402 1422 1547">Council acknowledge that this project is at a very early stage of development and have listened and understood the environmental and other concerns raised by stakeholders, local residents and user groups, and are committed to working with partners to identify the scale, scope and complexity of the issues raised.</p> <p data-bbox="256 1592 1422 1704">The environmental reports and studies proposed will consider the concerns raised by stakeholders, user groups and project partners in order to develop a full understanding of the issues to be addressed.</p> <p data-bbox="256 1749 440 1787"><b><u>Next Steps</u></b></p> <p data-bbox="256 1827 1414 1973">A report seeking approval of the Funding Agreement for the project will be presented to SP&amp;R. If approval is granted officers will progress the Full Business Case for the project over the next 2-3 years. Through the development of the FBC, the Council will appoint an Integrated Consultancy Team to:</p> <ol data-bbox="304 1984 1326 2018" style="list-style-type: none"> <li data-bbox="304 1984 1326 2018">1. undertake detailed environmental and ecological surveys of the site;</li> </ol>

	<p>2. to further develop the design and projected capital costs for the project; and                  3. to assist Council to undertake a comprehensive stakeholder engagement programme on the development of the project proposals over the next two-years as the Full Business Case is being developed, and as part of the planning process as the project design is progressed.</p> <p>Following this phase of the project development, the Full Business Case will be subsequently presented back to all Councillors for consideration and approval.</p>
<b>3.0</b>	<b>Recommendations</b>
3.1	<ul style="list-style-type: none"> <li>• To note the contents of this report on the Council approvals that have been passed to date on the Mournes Gateway Project.</li> <li>• Council will continue to work with all project partners, landowners, and local communities to develop the project.</li> <li>• Council will deliver a full suite of environmental reports and studies to develop a full understanding of the environmental concerns raised by stakeholders, user groups and project partners.</li> <li>• A comprehensive stakeholder engagement programme will be developed through the Project Board and project delivery team</li> <li>• A Full Business Case will be presented back to Council for approval following the next stage of project development.</li> </ul>
<b>4.0</b>	<b>Resource implications</b>
4.1	<p>The budget required to progress the project to Full Business Case has been approved by Council. A total budget for project delivery will be tabled with committee and Council following the development of the Full Business Case in 2026/27.</p>
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p>



	<p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input checked="" type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>	
5.3	<p><b><i>Proposal initiating consultation</i></b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>	<b>N/a</b>
<b>6.0</b>	<b>Due regard to Rural Needs (please tick all that apply)</b>	
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input checked="" type="checkbox"/></p>	
<b>7.0</b>	<b>Appendices</b>	
<b>8.0</b>	<b>Background Documents</b>	

<b>Report to:</b>	Strategy, Policy and Resources Committee
<b>Date of Meeting:</b>	15 June 2023
<b>Subject:</b>	Revised Access to Information Policy and Procedure
<b>Reporting Officer (Including Job Title):</b>	Edel Cosgrove Head of Compliance
<b>Contact Officer (Including Job Title):</b>	Alison Robb Assistant Director of Corporate Services (Administration)

Confirm how this Report should be treated by placing an x in either:-	
For decision	X
For noting only	
<b>1.0</b>	<b>Purpose and Background</b>
1.1	The purpose of the report is to seek Members approval on the revised Access to Information Policy and Procedure (ATIPP).
1.2	The revised ATIPP details how Council will meet its statutory obligations in relation to a series of legislation; the Freedom of Information Act (FOIA) 2000, Environmental Information Regulations (EIR) 2004, Data Protection Act (DPA) 2018 and UK General Data Protection Regulation (UK GDPR).
1.3	The draft will replace the existing ATIPP which is due for review.
<b>2.0</b>	<b>Key issues</b>
2.1	For ease of reference, main amendments are included in red text.
<b>3.0</b>	<b>Recommendations</b>
3.1	It is recommended that Members approve the ATIPP.
<b>4.0</b>	<b>Resource implications</b>
4.1	None identified.
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i>  It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/>

5.2	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input checked="" type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><b><i>Proposal initiating consultation</i></b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>
6.0	<p><b>Due regard to Rural Needs (please tick all that apply)</b></p>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input checked="" type="checkbox"/></p>
7.0	<p><b>Appendices</b></p>
	<p>Revised ATIPP</p>

<b>8.0</b>	<b>Background Documents</b>
	Current ATIPP presented to the Committee on 13 June 2019, <a href="#">pages 220 – 252</a>

## Access to Information Policy

### Title

Newry, Mourne and Down District Council's (NMDDC) Access to Information (ATI) Policy.

### Reference CS28

### Statement

NMDDC endorses the ATI Policy as a framework for the Council's compliance with and implementation of the Freedom of Information Act (FOIA) 2000, Environmental Information Regulations (EIR) 2004, Data Protection Act (DPA) 2018 and UK General Data Protection Regulation (UK GDPR).

### Aim

The aim of the ATI Policy is to ensure NMDDC's compliance with and consistent application of the FOI, EIR, DPA and UK GDPR. NMDDC is committed to providing sufficient resources and appropriate training to ensure the Council achieves this objective. Council will work with the Information Commissioner's Office (ICO) to achieve the highest possible information governance standards.

### Scope

NMDDC recognises the right of individuals to access Council information in accordance with the terms of the FOIA, EIR, DPA and UK GDPR.

The ATI Policy applies to:

- All recorded information which NMDDC holds including (but not limited to) any information which is created, received and maintained by Council Officers and Elected Members on behalf of the Council. The FOI, EIR, DPA and UK GDPR are fully retrospective so any past records held by the Council are covered by the legislation;
- The FOIA and EIR will apply to any recorded information which any other entity holds on behalf of the Council; and
- Personal data which Council holds in its capacity as a 'Controller' and/or 'Processor'. Where an entity processes information on behalf of Council as the 'Controller', Council will ensure that the matter of who responds to subject access requests is addressed.

All Council Officers and Elected Members are responsible for complying with the terms of the FOI, EIR, DPA and UK GDPR. All Officers and Members are also expected to comply with the Council's ATI Policy and Procedures in relation to FOI, EIR, DPA and UK GDPR.

Non-compliance with the legislation and the Council's ATI Policy & Procedures may result in the Council breaching its' legal obligations under the legislation. This, in turn, may result in NMDDC being the subject of formal or informal action by the Information Commissioner's Office (ICO).

### Related Policies / Legislation

[NMDDC's Records Management Policy and Procedure](#)

NMDDC's IT Policies & Procedures



- NMDDC’s Publication Scheme
- NMDDC’s Retention & Disposal Schedule
- NMDDC’s Privacy Notice
- [NMDDC’s Customer Service Charter](#)

**Definitions**

The “Information Commissioner’s Office” means the independent authority set up to uphold information rights in the public interest.

**Policy Owner**

Assistant Director Corporate Services (Administration)

**Contact Details**

Assistant Director Corporate Services (Administration)  
Head of Compliance

**CMT Authorised on**

1 June 2023 (via email)

**SMT Authorised on**

6 June 2023

**Strategy Policy and Resources Committee Authorised on**

\_\_\_\_\_

**Council Authorised on**

\_\_\_\_\_

**Policy Effective Date**

\_\_\_\_\_

**Policy Review Date**

*(4 years as per equality scheme commitment 4.31)*

**Procedures**

The ATI Procedures attached hereto must be adhered to in the delivery of this Policy.

**Equality Impact Assessment**

This Policy has been assessed on ~~16-May-2019~~26 May 2023 under NMDDC’s Equality Impact Assessment process and has been screened out as having no impact on any of the groups designated in Section 75 of the Northern Ireland Act 1998.

**Rural Impact Assessment**

This Policy has been assessed on ~~16-May-2019~~26 May 2023 under NMDDC’s Rural Impact Assessment process and has been screened out as having no impact on the Rural Needs Act (Northern Ireland) 2016.

## Access to Information Procedure

### Procedure Overview

This Procedure outlines Newry, Mourne and Down District Council's (NMDDC) framework for:

1. Compliance (Section 1) of the Freedom of Information Act (FOIA) 2000, Environmental Information Regulations (EIR) 2004, Data Protection Act (DPA) 2018 and UK General Data Protection Regulation (UK GDPR) 2018; and
2. Implementation (Section 2) for the above pieces of legislation.

### Aim

The aim of the procedure is to ensure NMDDC's compliance with and consistent application of the FOI, EIR, DPA and UK GDPR. NMDDC is committed to providing sufficient resources and appropriate training to ensure the Council achieves this objective. Council will work with the Information Commissioner's Office (ICO) to achieve the highest possible information governance standards.

### Scope

The procedure brings together a series of legislation (FOI/EIR/DPA/UK GDPR) providing individuals with the right to access information held by Council. It applies to everyone processing recorded data held by Council (including but not limited to, staff, elected Members, other public representatives, contractors, agents and all third party data processors).

CONTENTS	PAGE
Section 1: Compliance	
<ul style="list-style-type: none"> <li>• FOIA</li> <li>• EIR</li> <li>• DPA/UK GDPR</li> </ul>	2 5 7
<i>Introduction</i> <i>What is covered by the legislation</i> <i>Time limits</i> <i>Charging</i> <i>Exemptions / Exceptions</i>	
Section 2: Implementation	
<ul style="list-style-type: none"> <li>• Access to Information Procedure</li> <li>• Roles &amp; Responsibilities</li> <li>• Training</li> <li>• Monitoring &amp; Review</li> </ul>	<del>210</del> <del>287</del> <del>310</del> <del>310</del>

## SECTION 1: COMPLIANCE

27

**Freedom of Information Act (2000)***Introduction*

The FOIA gives the public the legal right to access information held by public authorities (subject to a number of legal exemptions).

The aim of the FOIA is to promote a culture of openness and accountability in local Government and to facilitate a better understanding of how we, as a Council, conduct our duties, make decisions and spend public money.

*What is covered by the legislation*

The FOIA applies to all recorded information which the Council holds including (but not limited to) any information which is created, received and maintained by Council Officers and Elected Members on behalf of the Council. The FOIA is fully retrospective, so any past records held by the Council are covered by the legislation.

*Time limits*

Any person who makes a request to the Council for information will be informed within 20 working days from the date of receipt of their request whether the Council holds the information requested. If the Council holds the information requested the requester will be provided with the information within 20 working days of the date of receipt of the request (subject to legal exemptions). Please note that 20 working days is the statutory maximum period within which public bodies must respond to a request. The Council will, however, endeavour to provide information to requesters in as short a timeframe as possible. Please also note that the statutory period of 20 working days may be extended for a further 20 working days in limited circumstances and the requester will be advised if this is the case.

Council may request clarification in relation to a request for information. Clarification may be sought in order to assist the Council in identifying and locating information relevant to a request. Where the Council requires clarification to be provided by a requester the Council will inform the requester of this as soon as reasonably possible following receipt of the request. Once clarification is received, Council will respond within 20 working days.

Where the Council does not hold the information being requested but the Council is aware that another organisation may hold the information the Council will advise the requester to contact that organisation and, where possible, will provide contact details for that organisation.

*Charging*

The Council may refuse a request where the cost to the Council of locating, retrieving and extracting the requested information would exceed the appropriate time and cost limits set by the FOIA. These limits are currently set at £450 or 18 hours of a Council Officer's time at £25 per person per hour. Where this amount will be exceeded the Council will inform the



requester of this and may refuse the request or issue a Fees Notice to the requester specifying the fee payable. Where a Fees Notice is issued the statutory period of 20 working days for dealing with the request will be suspended until payment of the Fee has been received by the Council. The requester will be given a period of 3 months within which to make payment of the Fee. If the Fee is not received within this period, the Council will no longer proceed with the request.

### *Exemptions*

Council may refuse to provide information where it believes the information is subject to one or more of the legal exemptions prescribed under the FOIA.

Some exemptions are absolute and if invoked there is no obligation on the Council to consider the request for information further. However, most of the exemptions under the Act are qualified exemptions and are subject to the Public Interest Test. The Public Interest Test is the test applied to information to determine if the public interest in disclosing the information is greater than the public interest in applying an exemption and not disclosing the information. The Council will apply the Public Interest Test in all cases where qualified exemptions apply.

Where a request for information is refused the Council will, in most cases, confirm the fact that the Council holds the information and will provide the requester with details of the legal exemption under which the Council is refusing to provide the information. The Council will also provide details of the reason that the exemption has been applied to the information in question. However, in some cases, the FOIA recognises that it would not be appropriate to even confirm or deny whether the Council holds certain information. Where this is the case the Council will, in accordance with Section 17 of the legislation, issue a Refusal Notice stating the fact of refusal, the exemption being used and the reason why the exemption applies. The list of exemptions are as follows:

<b>Absolute exemptions</b>	<b>Qualified exemptions subject to PIT</b>
Information Accessible By Other Means (Section 21)	Information Intended For Future Publication (Section 22)
Information Supplied by, or Relating to, Bodies Dealing with Security Matters (Section 23)	National Security (Section 24)
Court Records (Section 32)	Certificates under ss. 23 and 24: Supplemental Provisions (Section 25)
Parliamentary Privilege (Section 34)	Defence (Section 26)
Personal Information (Section 40)	International Relations (Section 27)
Information provided in Confidence (Section 41)	Relations within the United Kingdom (Section 28)
Prohibitions on Disclosure (Section 44)	The Economy (Section 29)
	Investigations & Proceedings Conducted by Public Authorities (Section 30)
	Law Enforcement (Section 31)
	Audit Functions (Section 33)
	Formulation of Government Policy (Section 35)
	Communications with Her Majesty etc & Honours (Section 37)
	Health & Safety (Section 38)
	Environmental Information (Section 39)
	Legal Professional Privilege (Section 42)
	Commercial Interests (Section 43)

## Environmental Information Regulations (2004)

### *Introduction*

The EIR gives certain rights of access to Environmental Information to the general public.

The aim behind the law is that giving the public access to environmental information will encourage greater awareness of issues that affect the environment. Greater awareness helps increase public participation in decision-making; it makes public bodies more accountable and transparent and it builds public confidence and trust in them.

### *What is covered by the legislation*

Any information in written, visual, aural, electronic or any other material form on:

- (a) the state of the elements of the environment, such as air and atmosphere, water, soil, land, landscape and natural sites including wetlands, coastal and marine areas, biological diversity and its components, including genetically modified organisms, and the interaction among these elements;
- (b) factors, such as substances, energy, noise, radiation or waste, including radioactive waste, emissions, discharges and other releases into the environment, affecting or likely to affect the elements of the environment referred to in (a);
- (c) measures (including administrative measures), such as policies, legislation, plans, programmes, environmental agreements, and activities affecting or likely to affect the elements and factors referred to in (a) and (b) as well as measures or activities designed to protect those elements;
- (d) reports on the implementation of environmental legislation;
- (e) cost-benefit and other economic analyses and assumptions used within the framework of the measures and activities referred to in (c); and
- (f) the state of human health and safety, including the contamination of the food chain, where relevant, conditions of human life, cultural sites and built structures in as much as they are or may be affected by the state of the elements of the environment referred to in (a) or, through those elements, by any of the matters referred to in (b) and (c)

### *Time limits*

Requests for information must be responded to within 20 working days. The 20 day time limit can be extended to 40 working days if the complexity and volume of the information requested means that the 20 working days deadline cannot be complied with. Unlike FOIA, there is no provision to further extend the time limit for cases where the public interest has to be balanced.

Council is required to comply with all requests for information as soon as possible and we must not delay responding until the end of the 20 working day period under Regulation 5(2)(b) if the information could reasonably have been provided earlier. Council must aim to make all decisions as soon as possible and in any case within 20 working days, including in cases where a public authority needs to consider where the public interest lies. However, it is recognised there will be some instances where, because of the complexity and volume of the information requested it will not be possible to deal with an application within 20 working days. In such cases Council will inform the requester of this as soon as possible and within 20 working days, and will advise the requester when they will receive the information and the reasons for the delay.

### *Charging*

The EIR does not require charges to be made but Council has discretion to make a reasonable charge for environmental information. However, if Council is providing access to a public register, or if the requester examines the information at Council offices, access to the information shall be free of charge. When making a charge, whether for information that is proactively disseminated or provided on request, the charge will not exceed the cost of producing the information.

A schedule of charges will be made available (including, e.g. a price list for publications, or the charge per unit of work which will be incurred to meet a request) when Council proposes to make a charge. When an advance payment is required, the requester will be notified and Council will invite the requester to say whether they wish to proceed with the request, or part of it, or whether the request may be met in some other way (for example, by visiting the offices to inspect the information or by making use of more easily identifiable data). Where advance payment is required the case will remain active for 3 months until payment is received. When a fee payment is received Council will release the information promptly and within 20 working days.

### *Exceptions*

Under the EIR, there is a presumption in favour of disclosure. Council will conduct a public interest test if there are compelling and substantive reasons to withhold it. Below is a list of exceptions most relevant to the Council. For a complete list of exceptions consult the EIR exceptions<sup>1</sup>:

Regulation:

12(3) – Personal Data

12(4) – Type and/or amount of information

12(5)(b) – Adversely affect justice or disciplinary procedures

12(5)(c) – Intellectual Property Rights

12(5)(d) – Confidentiality of proceedings

12(5)(e) – Commercial Interest

12(5)(f) – Voluntary Information

12(5)(g) – Protection of the Environment

13 – Third party personal data

*\*Note: 12(5)(d-g) may not be used for information concerning emissions*

<sup>1</sup> EIR exceptions: <http://www.legislation.gov.uk/uksi/2004/3391/part/3/made>



## **DATA PROTECTION ACT (2018) / GENERAL DATA PROTECTION REGULATION (2018)**

### *Introduction*

The DPA and UK GDPR are two pieces of legislation which establish a framework of rights and duties designed to safeguard personal data. The UK GDPR applies to all EU Member States. The DPA sets out specific provisions applicable to the UK. The UK GDPR and the DPA must therefore be read together.

Data protection is the fair and proper use of information about people. It is part of the fundamental right to privacy – but on a more practical level, it is about building trust between people and organisations. It is about treating people fairly and openly, recognising their right to have control over their own identity and their interactions with others, and striking a balance with the wider interests of society.

In order to carry out Council business Council collects and uses information about individuals. This may include information on members of the public, customers, suppliers, employees (past and current) and all others with whom the Council communicates.

### *What is covered by the legislation*

- Personal data and special category data

Article 4(1) of the UK GDPR advises that 'personal data' means any information relating to an identified or identifiable natural person ('data subject'); an identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person;

Special category data is personal data which the UK GDPR says is more sensitive, and so needs more protection. This is particularly so as the loss, theft or mishandling of this category of information is likely to be of a greater detriment to the individual than the loss, theft etc of other categories of personal data. In order to lawfully process special category data, Council must identify both a lawful basis under Article 6 and a separate condition for processing special category data under Article 9.

The table below sets out personal data and special category data:

<b>Personal Data</b> (Article 4 UK GDPR)	<b>Special Category Data</b> (Article 9 UK GDPR)
<ul style="list-style-type: none"> <li>• Name</li> <li>• Identification number</li> <li>• Location data</li> <li>• An online identifier</li> <li>• Physical</li> <li>• Physiological</li> <li>• Genetic</li> <li>• Mental</li> <li>• Economic</li> <li>• Cultural</li> <li>• Social factors</li> </ul>	<ul style="list-style-type: none"> <li>• Race</li> <li>• Ethnic Origin</li> <li>• Politics</li> <li>• Religion</li> <li>• Trade Union Membership</li> <li>• Genetics</li> <li>• Biometrics</li> <li>• Health</li> <li>• Sex Life or Sexual Orientation</li> </ul>

Article 4 of the UK GDPR sets out the main definitions:

- Processing

(2) 'processing' means any operation or set of operations which is performed on personal data or on sets of personal data, whether or not by automated means, such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction;

- Controller

(7) 'controller' means the natural or legal person, public authority, agency or other body which, alone or jointly with others, determines the purposes and means of the processing of personal data; where the purposes and means of such processing are determined by Union or Member State law, the controller or the specific criteria for its nomination may be provided for by Union or Member State law;

- Processor

(8) 'processor' means a natural or legal person, public authority, agency or other body which processes personal data on behalf of the controller;

Information Commissioner's Office (ICO)

The ICO means the independent authority set up to regulate and oversee the implementation of DPA/UK GDPR (and FOIA/EIR).



## Data Protection Principles

Article 5 of the UK GDPR establishes seven key principles. The principles are in **bold** text below. ICO clarification<sup>2</sup> for each principle has been adopted to support Council compliance.

Article 5 (1) requires that personal data shall be:

**(a) processed lawfully, fairly and in a transparent manner in relation to the data subject ('lawfulness, fairness and transparency');**

Council must have a valid lawful basis in order to process personal data. There are six available lawful bases for processing. No single basis is 'better' or more important than the others – which basis is most appropriate to use will depend on Council's purpose and relationship with the individual<sup>3</sup>.

Most lawful bases require that processing is 'necessary' for a specific purpose. If Council can reasonably achieve the same purpose without the processing, Council will not have a lawful basis.

Council must determine the lawful basis before beginning processing, and should document it.

The lawful bases for processing are set out in Article 6 of the UK GDPR. At least one of these must apply whenever processing personal data:

- (a) Consent: the individual has given clear consent for Council to process their personal data for a specific purpose. However, if relying on consent, the consent can be withdrawn at any time. Where an individual is 'required' to provide information, you should not use consent as a lawful basis. Consent must be freely given and cannot be so given where the data subject is under an obligation to provide their personal information.
- (b) Contract: the processing is necessary for a contract Council has with the individual, or because they have asked Council to take specific steps before entering into a contract.
- (c) Legal obligation: the processing is necessary for Council to comply with the law (not including contractual obligations).
- (d) Vital interests: the processing is necessary to protect someone's life.
- (e) Public task: the processing is necessary for Council to perform a task in the public interest or for Council's official functions, and the task or function has a clear basis in law.
- (f) Legitimate interests: the processing is necessary for Council's legitimate interests or the legitimate interests of a third party, unless there is a good reason to protect the individual's personal data which overrides those legitimate interests. (This cannot apply if you are a public authority processing data to perform your official tasks.)

Processing of personal data must always be fair as well as lawful. If any aspect of Council's processing is unfair Council will be in breach of this principle. Fairness means that Council should only handle personal data in ways that people would reasonably expect and not use

<sup>2</sup> Principles - <https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-UK-GDPR/principles/>

<sup>3</sup> Lawful bases for processing - <https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-UK-GDPR/lawful-basis-for-processing/>

it in ways that have unjustified adverse effects on them. Personal data may sometimes be used in a way that negatively affects an individual without this necessarily being unfair, e.g. processing personal data to impose a fine. What matters is whether or not such detriment is justified.

Transparent processing is about being clear, open and honest with people from the start about who Council is, and how and why it uses their personal data. Council must ensure that it tells individuals about its processing in a way that is easily accessible and easy to understand. Council must use clear and plain language.

**(b) collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall, in accordance with Article 89(1), not be considered to be incompatible with the initial purposes ('purpose limitation');**

Council will be clear about what its purposes for processing personal data are. It will record its purposes as part of its documentation obligations and specify them in its privacy information for individuals.

**(c) adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed ('data minimisation');**

Council will ensure the personal data it is processing is: adequate – sufficient to properly fulfil its stated purpose; relevant – has a rational link to that purpose; and limited to what is necessary – Council will not hold more than it needs for that purpose.

**(d) accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay ('accuracy');**

Council will take all reasonable steps to ensure the personal data it holds is not incorrect or misleading as to any matter of fact. Personal data will be kept updated and if it discovers it is incorrect or misleading. Council will take reasonable steps to correct or erase it as soon as possible. Council will also carefully consider any challenges to the accuracy of personal data.

**(e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes in accordance with Article 89(1) subject to implementation of the appropriate technical and organisational measures required by this Regulation in order to safeguard the rights and freedoms of individuals ('storage limitation');**



Council will not keep personal data for longer than is needed. It will create, maintain and regularly review its Retention and Disposal Schedule. Council will also carefully consider any challenges to the retention of personal data.

**(f) processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures ('integrity and confidentiality').**

Council will ensure that there are appropriate security measures in place to protect the personal data it holds. In addition to the technical security measures set out under Article 32 of the UK GDPR [and Council's internal IT Policy and Procedure](#), the below bullet points are specific requirements that should be adhered to. This is not an exhaustive list and anyone handling personal data on behalf of Council must take all steps necessary to protect personal data and keep it secure at all times.

- **Physical Security of Personal Data:**

Physical security measures should be in place to protect personal data. This includes locking doors, securing filing cabinets containing personal information, protecting premises with alarms, security lighting and CCTV cameras (subject to DPIA, p16) [and using confidential waste bins](#), ~~when posting personal data place sensitive data in envelope, then place all contents inside another envelope with return address on both. It also includes ensuring that access to Council Premises is controlled and monitored.~~

**Manually held Personal Data:**

Each Department must make sure that it knows and holds a record of what personal data it holds and how and where it is stored. When confidential and sensitive personal data is being sent via post the information should be checked by another member of staff before being sent to ensure it is being posted to the correct recipient. In addition, Officers should 'double bag' information being sent where the information contains sensitive personal data or personal data of a confidential nature. Double bagging works by putting the personal data in an inner envelope which marks the material as confidential and has a postal return address. The inner envelope acts as a second barrier to the information being opened by the wrong recipient accidentally or otherwise.

When printing personal data all personal data sent to printers should be collected immediately and either stored securely or disposed of appropriately. Personal data should not be left on printers, photocopiers, fax machines etc.

- **Clear Desk Policy:**

As a general rule personal data should never be left unattended on desks or in meeting rooms etc. The Council will operate a Clear Desk Policy. This will reduce the risk of unauthorised access to, loss of or damage to personal data. It will also ensure that all personal data and confidential information held by the Council is held securely and adequately protected.



The Clear Desk Policy means that at the end of each day it is the responsibility of individual Officer's to clear their desk of all documents that contain any personal data or confidential information. This information must be stored safely and securely (for example, in a locked office, locked filing room or filing cabinet etc).

- **Electronically held Personal Data:**

Please refer to Council's IT policies and procedures saved on the R drive under the 'policies and procedures' folder.

- **Access to Records containing Personal Data:**

Access to paper and electronic records containing personal data must be restricted. Line Managers must ensure that Officers with responsibility for and access to personal data are properly supervised. It is essential that all staff members and Councillors only access records which they have authority to access and which it is necessary for them to access in the course of their work as Council employees / representatives. Any employee / Councillors finding that they have access to data which they are not authorised to use must report this to their Line Manager so that the access can be removed. In the case of Councillors they should report this to the Head of Compliance. Any employee / Councillor with access to data which is no longer relevant to or necessary for their work must ask for the access to be removed. Any employee / Councillor who is aware that unauthorised access is taking place must report this to their Line Manager as soon as they become aware of it. In the case of Councillors they should report this to the Head of Compliance.

Employees should ensure:

- ✓ The 'Leavers' procedure under Council's IT procedure is completed for 'movers' or 'leavers' which includes employees on long term leave; and
- ✓ Refer to Council's IT procedure when seeking additional access to user accounts.

- **Sharing personal data**

Personal data should only be shared internally and disclosed to external third parties (other than the individual who is the subject of the data) where the sharing is compatible with the DPA/UK GDPR.

When sharing personal data internally within the Council, all staff members and Councillors should ensure that the sharing complies with the DPA and the UK GDPR. Sharing personal data across departments without having a lawful basis potentially risks breaching the UK GDPR.

Given Council's obligation to only use personal data for the purpose for which it was collected, all staff members and Councillors should consider dealing with any internal request for information as you would an external request by:

- Complying with the principles set out under Article 5(1) of the UK GDPR (p9 above),
- Ensure you have a lawful basis for sharing under Article 6(1) (p9 above);
- Where the personal data falls within the remit of Article 9(1) (special category data, p8 above), that you have a further reason for the processing under Article 9(2)<sup>4</sup>; and
- Documenting your reasons to share personal data.

Where there is no lawful basis for sharing the information, then it should not be shared.

<sup>4</sup> UK GDPR Article 9: <https://www.legislation.gov.uk/eur/2016/679/article/9>



Council's Corporate Privacy Notice, available on the website, sets out some instances which may require Council to share personal data, for example, for police investigations.

When personal information is shared Officers should advise the recipient of the purpose for which the information is being provided. Officers should also state that the information should only be used for that purpose and, depending on the nature of the information, Officers may want to restrict the onward sharing of the information by advising that the information should not be disclosed to third parties. Officers should seek assurances from the recipient on how long the personal data will be held for and an assurance that the data will be securely disposed of.

Article 5(2) of the UK GDPR adds that:

**The controller shall be responsible for, and be able to demonstrate compliance with, paragraph 1 ('accountability').<sup>5</sup>**

The accountability principle requires Council to take responsibility for what we do with personal data and how we comply with the other principles. Council will have appropriate measures and records in place to be able to demonstrate compliance. The Compliance Team is responsible for implementing this area of work however all employees are required to support the Compliance Team when contacted. Some measures are set out below:

### **Privacy Notices**

When collecting personal data the Council will inform individuals why their personal data is being collected and will be open and honest as to how they intend to use it. The Council will not deceive or mislead any individual when obtaining their personal data. The Council will use people's personal data in ways that they would reasonably expect and will make sure not to do anything unlawful with the data.

All individuals collecting personal data (in any capacity) on behalf of Council must ensure that individuals are fully informed. A "Privacy Notice" must be provided to all individuals from whom the Council collects personal data.

### **What is a Privacy Notice?**

A Privacy Notice is a Notice to let individuals know how Council will use their personal information. This will be different for each case in which personal data is collected. This Notice should be clearly communicated to individuals and should be visible on all Application Forms etc so that the Data Subject is fully aware of the intended uses of their personal information.

"Privacy Notices" should tell people:-

- ✓ The name and contact details of Council.
- ✓ The contact details of its Data Protection Officer - Head of Compliance.
- ✓ The purposes of the processing.
- ✓ The lawful basis for the processing.
  - The legitimate interests for the processing (if applicable).

<sup>5</sup> What are the principles - <https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-UK-GDPR/principles/>



- ✓ The categories of personal data obtained (if the personal data is not obtained from the individual it relates to).
- ✓ The recipients or categories of recipients of the personal data.
  - The details of transfers of the personal data to any third countries or international organisations (if applicable).
- ✓ The retention periods for the personal data.
- ✓ The rights available to individuals in respect of the processing.
  - The right to withdraw consent (if applicable).
- ✓ The right to lodge a complaint with a supervisory authority.
- ✓ The source of the personal data (if the personal data is not obtained from the individual it relates to).
  - The details of whether individuals are under a statutory or contractual obligation to provide the personal data (if applicable, and if the personal data is collected from the individual it relates to).
  - The details of the existence of automated decision-making, including profiling (if applicable).

It is the responsibility of all Officers collecting personal data on behalf of Council to ensure that the appropriate Privacy Notices are provided. Sample Privacy Notices are available from the Council's Compliance Team. Council's Corporate Privacy Notice is available on the Council website.

When collecting personal data via the telephone or face to face the above information should be made clear to the data subject before any processing of their personal data takes place.

Council can use the information collected for a purpose other than the purpose for which it was originally collected, only if the new purpose is compatible with the original purpose<sup>6</sup>. Officers should not collect information unless Council need's to; if information is 'optional' Officers need to reassess whether it is needed at all.

### **Audit of Information**

Council will conduct and regularly review Information Audits to support awareness of Council's data processing activities. The information gathered will be used to support compliance with UK GDPR Principle 7 as well as Business Planning.

### **Data Protection Impact Assessments**

A Data Protection Impact Assessment (DPIA) is a process to help identify and minimise the data protection risks of a project, similar to equality and rural proofing screening. Council will conduct DPIA's for processing that is likely to result in a high risk to individuals and any other major project which requires the processing of personal data.

### **Data Sharing Agreements**

When Council engages another organisation to process personal information on its behalf Council must make sure that the Data Processor enters into a Data Sharing Agreement (DSA) confirming their commitment to process personal data on behalf of Council in accordance with Data Protection legislation. It is the responsibility of all Officers engaging

<sup>6</sup> Purpose limitation:- <https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-UK-GDPR/principles/purpose-limitation/>



Data Processors to ensure that this Agreement is signed and enforced. Sample Agreements can be obtained by contacting the Compliance Team.

**CCTV (which includes any audio and/or video surveillance/recording device\*)**

\*Recording device means a device capable of electronically or mechanically storing, accessing, or transmitting sounds or images. The term encompasses, among other things, a computer of any size, including a tablet, a notebook, and a laptop; a smart phone, a cell phone or other wireless phone; a camera and other audio or video recording devices; a personal digital assistant (PDA); and any similar devices<sup>7</sup>.

Council operates a number of CCTV Cameras at various Council premises throughout the district. The purpose of the cameras is as follows:-

- Protecting areas and premises used by Council staff and the public;
- Deterring and detecting crime and anti-social behaviour;
- Assisting in the identification of offenders leading to their arrest and successful prosecution or other appropriate action;
- Reducing violent or aggressive behaviour towards staff;
- Reducing fear of crime, anti-social behaviour and aggression;
- Protecting Council property and assets;
- Maintaining and enhancing the commercial viability of the District and encouraging continued investment
- Assisting in staff disciplinary, grievance, formal complaints and Health and Safety Investigations.

The systems will not be used for any other purpose than those set out in this document without Council approval, and, where appropriate, notification to staff and following consultation with the Trade Unions. Any novel or non-standard use of the CCTV cameras will require the approval of the Council.

Cameras-Recording devices will not be used to monitor the progress of staff or individuals in the ordinary course of lawful business in the area under surveillance. Nor are managers employees permitted to use the camerasrecording devices to observe staff working practices or time keeping or to assist them in the day-to-day management of their staff.

Individuals will only be monitored if there is reasonable cause to suspect a criminal offence or serious breach of discipline, potentially amounting to misconduct has been, or may be, about to be committed and this will only be permitted when authorized and may require authorisation. Officers should consult the Compliance Team before any such action is taken.

Each service operating CCTV cameras must establish who is responsible for the Camera and the images recorded by the Camera. That Officer will be responsible for the implementation of the good practice guidelines set out below:

A CCTV system should not be in use unless Council can demonstrate compliance with all of the below:

**Guidelines for the Operation of CCTV Cameras:**

<sup>7</sup> <https://www.lawinsider.com/dictionary/recording-device>

- A Data Protection Impact Assessment must be undertaken for each location to take into account the effect on an individual's privacy and data protection rights, and to consider if the need identified can be addressed in a less privacy intrusive manner delivering the same objectives. DPIA to be subject to regular review;
- Transparency in its operation of CCTV – Council must let people know they are in an area where CCTV cameras are operational and that CCTV Cameras are recording their personal data. Council should also provide an explanation of why CCTV cameras are in operation, the purpose of the camera and what they are used for. Appropriate signage must be erected to include a published contact point for access to information and complaints;
- CCTV Cameras should not view areas which are not of interest and are not intended to be the subject of surveillance
- In areas where people have a heightened expectation of privacy (for example, toilets, changing rooms etc) cameras should only be used in the most exceptional of circumstances and where they are necessary to deal with serious concerns. In these cases an extra effort should be made to ensure that those under surveillance are aware of the cameras. This may be by way of signs highlighting the fact that there are cameras in operation
- CCTV should not (usually) be used to record audio (for example, conversations between members of the public) as this is highly intrusive
- Regular review and audit of CCTV systems;
- CCTV footage is of sufficient evidential quality (with forensic integrity maintained) and fit-for-purpose.

#### **Use, security and Retention of Recorded Images:**

- There should be restricted access to recorded material and recorded images should be viewed in a restricted area or designated office. Access to CCTV recordings should be restricted to authorised personnel only;
- The public should not be allowed access to the area where staff can view CCTV;
- The Council must ensure that images obtained using CCTV are not used for any purpose other than the reason they were originally captured;
- No more footage should be stored than that which is strictly required for the purpose of a CCTV system, and should be deleted once the purpose has been met;
- Access to CCTV footage must be clearly defined, with restrictions on who can gain access and for what purpose;
- Appropriate organisational and technical measures should be in place to protect against unauthorised access and use;
- There should be clear responsibility and accountability within Council for all CCTV in operation;
- Due consideration must be given of approved operational, technical and competency standards and continual work in maintaining such standards;
- Clear rules, policies and procedures (with site-specific operational requirements and protocols) must be in place before a CCTV system is used;
- Regular training must be provided for CCTV operators.

#### **Disclosure of CCTV Images:**

- Disclosure of images from CCTV must be controlled and consistent. Requests for images should be treated with care as a wide disclosure may be unfair to the individuals concerned (effectively breaching the DPA/UK GDPR).



- Individuals may request images recorded of them. Such requests should be dealt with formally as Subject Access Requests (SAR) under the DPA/UK GDPR. All such requests should be passed to the Compliance Team as soon as they are received.
- CCTV Images should not generally be released to third parties (although there will be times when this is permissible under the DPA/UK GDPR). Requests for images of third parties should be dealt with formally as requests for information under the Freedom of Information Act. All such requests should be passed to the Compliance Team as soon as they are received.
- Council recognises that individuals have a right to prevent processing of their images where this would cause substantial and unwarranted damage / distress.

### **RIGHTS OF INDIVIDUALS UNDER THE UK GDPR:**

The UK GDPR provides the following rights for individuals:

- 1.The right to be informed
- 2.The right of access
- 3.The right to rectification
- 4.The right to erasure
- 5.The right to restrict processing
- 6.The right to data portability
- 7.The right to object
- 8.Rights in relation to automated decision making and profiling.

An individual is entitled to make a request to Council verbally or in writing. For further information visit the ICO's website<sup>8</sup>.

### **BREACHES:**

A breach of the DPA/UK GDPR may occur in a variety of ways. For example, this may arise from a theft or accidental loss of personal data (for example, mobile devices, laptops, documents containing personal data). It may also occur due to a deliberate attack on the Council's systems; the unauthorised use of personal data by a staff member or accidental loss or equipment failure. A suspected breach must be reported to the Compliance Team immediately.

Breaches considered 'high risk' need to be reported to the ICO within 72 hours. Failure to notify a breach when required to do so could result in a significant fine, up to 10 million Euros or 2 per cent of turnover.

### **ICO Penalties:**

The ICO has the power to take regulatory action against public bodies for breaches of the DPA/UK GDPR as follows:-

1. The ICO has the power to impose monetary penalties up to the value of 20 million Euros (or equivalent in sterling) or 4% of the total annual turnover in the preceding financial year, whichever is higher;
2. The ICO may issue an Undertaking or Enforcement Notice requiring an organisation to take action or;
3. The ICO has the power to criminally prosecute organisations. Individuals may also be prosecuted under the Act. Upon summary conviction (in a Magistrate's Court) fines

<sup>8</sup> Individual Rights- <https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-UK-GDPR/individual-rights/>

could result if employees / members process information about other people without their consent or proper authorisation from the Council. Upon conviction or indictment in the Crown Court the fine can be unlimited.

### **The Council's Breach Management Plan:**

Should a breach of the DPA/UK GDPR occur there are four main elements the Council will focus on:

- Containment & Recovery of the breach;
- Assessment of the ongoing risk caused by the breach;
- Notification of the breach and;
- Evaluation of the Council's response to the breach

Council's Breach Management Plan is as follows:

1. All breaches should be notified immediately to the Council's Data Protection Officer/[Head of Compliance \(or the Assistant Director of Corporate Services \(Administration\) in their absence\)](#) in order that the breach can be addressed. Council hold a Breach Register so that staff can report breaches or potential breaches of DPA/UK GDPR.

2. Upon becoming aware of the breach Council will take all steps necessary to recover the information and limit the damage caused by the breach.

3. Council will assess the risks associated with the breach. In particular it will consider what type of data is involved; how sensitive it is; if data has been lost or stolen; whether there were any protections in place; what has happened to the data; the level of risk posed; how many individuals are affected; who the individuals affected are; what harm can come to those individuals and any perceived wider consequences of the breach.

4. Council will inform the appropriate people and organisations that a breach has occurred. Where appropriate the Information Commissioner's Office and the Police will be informed. The decision to inform the ICO and / or the Police will rest with Council.

5. Council will review its response and take steps to avoid the breach reoccurring.

### **NOTIFICATION TO THE INFORMATION COMMISSIONER'S OFFICE:**

The DPA/UK GDPR requires every Data Controller who is responsible for processing personal data to notify the Information Commissioner's Office that they are processing personal data and to renew their Notification on an annual basis. Failure to do so is a criminal offence.

The Council's Assistant Director of Corporate Services (Administration) is responsible for Council's Notification to the Information Commissioner's Office on an annual basis.

All Officers are required to make the Assistant Director of Corporate (Administration) aware of any changes to the processing of personal data or any proposals to create a new system (paper or automated) which contains personal data. Any changes to Council's Notification should be brought to the attention of the ICO within 28 days.

*Time limits*



Any person who makes a request to Council for their personal data (subject access request) will be informed without undue delay and at the latest within one month from the date of receipt of their request whether Council holds the information requested. If Council holds the information requested the requester will be provided with the information within one month of the date of receipt the request (subject to legal exemptions). One month is the statutory maximum period within which public bodies must respond to a request. Council will, however, endeavour to provide information to requesters in as short a timeframe as possible. The statutory period of one month may be extended for a further two months in limited circumstances and the requester will be advised if this is the case.

Council may request proof of identity and/or clarification in relation to a request for information. Proof/clarification may be sought in order to assist Council in identifying and locating information relevant to a request. Where Council requires proof/clarification to be provided by a requester Council will inform the requester of this as soon as reasonably possible following receipt of the request. Council will respond to the request when it receives the additional information and within the statutory time limit.

Where Council does not hold the information being requested but Council is aware that another organisation may hold the information Council will advise the requester to contact that organisation and, where possible, will provide contact details for that organisation.

### *Charging*

Under the UK GDPR Council will not charge a fee for most subject access requests. However, Article 12(5) advises where the request is manifestly unfounded or excessive Council may charge a reasonable fee for the administrative costs of complying with the request. This can cover e.g. repeated requests for the same information. In those circumstances, Council will either refuse to respond and explain why, or charge for the administrative costs of providing the information, e.g. photocopying or postage costs; Council cannot, for example, charge for staff time. Council will advise the requester which basis (either manifestly unfounded or excessive) it is relying on.

The ICO's view is that standard requests for personal data will not meet the manifestly unfounded or excessive request threshold, however voluminous the records are.

When an advance payment is required, the requester will be notified and Council will invite the requester to say whether they wish to proceed with the request, or part of it, or whether the request may be met in some other way (for example, by visiting the offices to inspect the information). Where advance payment is required the case will remain active for 60 working days until payment is received. If no payment is received during this time the request closes but the requester may make a new application at any time. When a fee payment is received Council will release the information promptly and within the appropriate time limit.

### *Exemptions*

Schedule 2-4 of the DPA sets out the exemptions to individuals right of access for Council. Officers should consult the Compliance Team for guidance. Some reasons for right of access to be denied is:

- The request is manifestly unfounded or excessive
- Information constitutes the personal data of third parties
- The information is subject to investigation being considered
- Disclosure would prohibit the prevention and detection of crime
- Information is protected under Legal Professional Privilege (LPP)
- Confidential references

## SECTION 2: IMPLEMENTATION

**Access to information procedure****Introduction**

All requests for information (RFI) to Council need to be handled in accordance with the FOIA, EIR and DPA/UK GDPR.

The Information Commissioner's Office (ICO) advises:

*"This doesn't mean you have to treat every enquiry formally as a request under the Act. It will often be most sensible and provide better customer service to deal with it as a normal customer enquiry under your usual customer service procedures. The provisions of the Act need to come into force only if:*

- *you cannot provide the requested information straight away; or*
- *the requester makes it clear they expect a response under the Act".<sup>9</sup>*

All staff should be familiar with information readily available via Council's publication scheme<sup>10</sup>. The response to such requests should be issued as soon as possible, in adherence with Councils Customer Care procedures and certainly within the statutory time limits.

*"If you need to deal with a request more formally, it is important to identify the relevant legislation:*

- *If the person is asking for their own personal data, you should deal with it as a subject access request under the DPA/UK GDPR.*
- *If the person is asking for 'environmental information', the request is covered by the EIR.*
- *Any other non-routine request for information you hold should be dealt with under the FOIA".<sup>11</sup>*

The Compliance Team (CT) is responsible for processing RFI which fall outside the scope of a "normal day to day business or media enquiry". The CT will acknowledge the RFI, collating the information requested and responding to all requests received by Council. The Head of Compliance/Assistant Director of Corporate Services (Administration) is responsible for responding to internal reviews.

These procedures set out the processes that the CT follow when dealing with a RFI and Head of Compliance/Assistance Director of Corporate Services (Administration) will follow when dealing with a request for Internal Review.

<sup>9</sup> In brief - <https://ico.org.uk/for-organisations/guide-to-freedom-of-information/receiving-a-request/>

<sup>10</sup> Council publication scheme - <http://www.newrymouredown.org/publication-scheme>

<sup>11</sup> When should we deal with a request as a freedom of information request – <https://ico.org.uk/for-organisations/guide-to-freedom-of-information/receiving-a-request/>



### Types of RFI submitted to Council

There are four different types of request that Council might receive, aside from those which should be dealt with as enquiries in the normal course of business. It is important that the legislation under which a request is made is identified from the outset, as each will be dealt with slightly differently. The CT will identify which piece of legislation the request will be treated under. The requests may be any of the following:

- Requests for information made under FOIA.
- Requests for personal data made under the DPA/UK GDPR.
- Requests for environmental information made under the EIR.
- Request from complainants for information held on their case files which are primarily dealt with under DPA/UK GDPR, with other information on the case file falling outside the DPA/UK GDPR being considered under FOIA or EIR depending on the nature of the complaint (hybrid requests).

All requests under FOIA should be made in writing. Verbal requests are valid under EIR and DPA/UK GDPR. Verbal requests can be captured using the ICO's verbal request template form<sup>12</sup>.

Council has a duty to comply with Section 49A of the Disability Discrimination Act 1995 (as amended by the Disability Discrimination (NI) Order 2006). The CT will support individuals requiring assistance in submitting requests in accordance with Chapter 6 of Councils Equality Scheme<sup>13</sup>.

### Receiving and acknowledging a RFI

The CT receives requests:

- Directly from individuals via telephone, letter or email addressed to the CT; and/or
- Communications which are transferred by teams to CT, including through social media.

All RFI to be dealt with by the CT will be logged on the monitoring spreadsheet as cases and given a reference number. New requests should be given a new case reference number from the central filing database. Existing case reference numbers can be applied to routine follow up requests that can be processed quickly.

The request case will be set up and an acknowledgement sent to the requester within two working days. The acknowledgement will clearly state the date by which the requester can expect a response. *\*If a response can be issued within two working days, an acknowledgement will be included therein.*

### Establishing whether the request is valid

<sup>12</sup> Saved on the R Drive, under 'Policies and Procedures' folder

<sup>13</sup> Council's Equality Scheme - <http://www.newrymournedown.org/equality>

The first stage once a request has been received is establishing whether it is a valid request:

- is it in writing (required for FOIs) or verbal (accepted under DPA/UK GDPR & EIR)
- does it contain the name and an address for correspondence?
- Is a form of ID required (DPA/UK GDPR)?
- does it describe the information being requested?

### **Seeking clarification**

At the stage of acknowledgement, the CT will assist and advise requesters on what information is required to process their request.

Examples of the most common instances where the CT seeks clarification include; asking for proof of ID or authorisation (when dealing with a SAR on behalf of another individual. Where the request is not clear, can be read in more than one way or the CT has not received enough information needed to locate and retrieve the information being requested, clarification will be sought from the requester rather than attempt to interpret the scope of the request.

The case is closed in the acknowledging team member's name pending the receipt of the requested clarification. Once the clarification is received, the case is then reopened, acknowledged and referred back for processing.

### **Requests which can be responded to immediately**

The request may be for information which, although not included in the Publication Scheme, can be provided immediately, or is for information which is not held by Council.

In either of these circumstances the response will be sent immediately, and the case closed. Where the information is not held Council will explain why and, if the request is misguided, provide the contact details for the correct organisation if known.

Advice may be sought by members of staff outside the CT regarding requests that can be responded to as normal course of business. Such requests should be responded to promptly, in adherence with Councils Customer Service Standards and certainly within the statutory timeframe.

### **Gathering and collating the information**

Having interpreted the request, the CT will conduct searches of electronic and manual records, accessible to the CT, to establish what information is held. The monitoring spreadsheet and previous responses will also be considered when gathering information, noting any lapsed time.

The CT will then identify the possible Department(s) which may hold any additional information. The Department is added on the monitoring spreadsheet and an e-mail sent to the Head of Service (or equivalent) and responsible officer as soon as possible to allow them a reasonable time to respond.

When consulting with teams, the CT will:

- Clearly specify the information requested



- Enquire whether information which falls within the scope of the request is held by the department
- Specify a date by which a response should be provided to the CT (usually at least one week before the request is due)
- Ask for any views that the Department may have on disclosing the information
- Ask for any additional information which might put the information being requested into context and provide additional assistance to the requester.

In some cases, it may be necessary to send an 'all staff' email to ask staff to check their computers and manual files for information covered by the scope of the request. The requesters personal information will not be disclosed to third parties, unless a lawful basis applies.

### **Classification of Information**

Information that contains protective marking e.g. 'Personal', 'Confidential' and/or 'Sensitive' will be considered in line with any applicable exemptions and or guidance from the ICO.

### **Cost**

Council will adopt a 'in favour of disclosure approach'. In exceptional circumstances Council may consider refusing to comply with a request on the basis of the costs involved. If the information is held, the CT will estimate whether the cost of complying is "reasonable".

- Under FOI the cost limit is £25 per hour, £450 or 18 hours.
- Under EIR there is no cost limit. Manifestly unreasonable requests will be subject to a public interest test and, if applicable, a reasonable fee.
- Under DPA/UK GDPR there is no cost limit. Manifestly unfounded or excessive requests will be subject to a reasonable fee.

Where the CT receives multiple requests, but each individual request is for information falling under only one access regime (FOIA, EIR, or DPA/UK GDPR) then there will be no aggregation of costs across the different access regimes. In this situation the CT will only take the aggregated costs of responding to FOI requests into account under FOIA. Similarly, the CT will only take the costs of responding to requests for environmental information into account when deciding if multiple similar requests are manifestly unreasonable/unfounded under the EIR and DPA/UK GDPR<sup>14</sup>.

If a request exceeds the reasonable/appropriate cost limit the table below identifies the description of costs which can be applied under the relevant regime:

<sup>14</sup> ICO - Calculating a cost where a request spans different access regimes:

[https://ico.org.uk/media/for-organisations/documents/1192/calculating\\_costs\\_foia\\_eir\\_guidance.pdf](https://ico.org.uk/media/for-organisations/documents/1192/calculating_costs_foia_eir_guidance.pdf)

Cost description	FOI <sup>15</sup>	EIR <sup>16</sup>	DPA/UK GDPR <sup>17</sup>
Time	Only chargeable if the info <u>cannot</u> be viewed by the requester at a Council site		X
Printing / copying	✓	✓	No cost for one copy. Cost applied for additional copies.
<u>The Council will not charge for photocopying which amounts to less than £5.00</u>			
Postage	✓	✓	✓
Format (media device, Folder/ring binder)	✓	✓	✓

The requester will be advised of the fees notice and advice to enable them to reformulate their request to try bring it within the cost limit which will be treated as a new request. They will also be advised of the date to pay the fees notice (60 working days) or respond with a reformulated request.

The CT will also advise requesters they can seek an Internal Review of fees notices.

### Consultation

If the information requested includes correspondence or information provided by a third party it may be necessary for the CT to contact that individual or organisation to seek their views on the disclosure.

The communication with the consultee will specify the document(s) considered for disclosure, and where necessary the CT may also need to provide a copy of the information considered for disclosure. A time frame for the reply will be given to the third party consulted.

The requesters personal information will not be disclosed to third parties, unless a lawful basis applies.

### Responding to a request

The CT will adhere to the following checklist:

- Log all SAR/FOI/EIR requests on the monitoring spreadsheet.
- Review the monitoring spreadsheet to ascertain repeat requests and responses.

<sup>15</sup> ICO – Fees that may be charged when the cost of compliance exceeds the appropriate limit:

[https://ico.org.uk/media/1635/fees\\_cost\\_of\\_compliance\\_exceeds\\_appropriate\\_limit.pdf](https://ico.org.uk/media/1635/fees_cost_of_compliance_exceeds_appropriate_limit.pdf)

<sup>16</sup> ICO – Charging for Environmental Information:

<https://ico.org.uk/for-organisations/foi-eir-and-access-to-information/freedom-of-information-and-environmental-information-regulations/charging-for-information-under-the-eir/#:~:text=Regulation%208%20of%20the%20EIR,ability%20to%20exercise%20that%20right>

<sup>17</sup> ICO – Can we charge a fee:

<https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-UK-GDPR/individual-rights/right-of-access/>



- Consider ICO guidance and decision notices.
- New requests should be given a new case reference number from the central filing database. Existing case reference numbers can be applied to routine follow up requests that can be processed quickly.
- Is the request from an individual for information about their case/complaint? If so, generally in the first instance treat it as a DPA/UK GDPR subject access request but bear in mind that some information in the file may need to be considered for disclosure under FOIA or EIR.
- If treating as a subject access request and records held are historical (e.g. an application prior to 25 May 2018) then the request should be considered under the DPA/UK GDPR 2018. The DPA 1998 is only relevant if reviewing a decision and the matter is still ongoing.
- Is the information already available through Council's Publication Scheme or are they able to book an appointment to view files?
- Where necessary offer advice and assistance as soon as possible.
- Issue acknowledgement\* within two working days ([see \\* on page 21](#)).
- Advice and assistance should be offered if the request is vague or framed as a question:
  - Give as much information as possible in normal course of business
  - Check whether they still require further information
  - Explain the right to request recorded information
  - Explain what sort of information we might hold
- In every case where advice and assistance is provided:
  - Check we have understood what information they require
  - Explain what happens next in considering their request
  - Confirm date of receipt and latest date for response
- Search for the information. If the search would exceed the cost limit contact the requester as soon as possible, issue fees notice, date for payment and offer to assist reformulating the request.
- If Council does not hold any information, contact the requester to explain this. Offer advice on who else may hold the relevant information.
- If Council holds the information, is there a good reason not to disclose it? For example, does an exemption/exception apply
- Are there any protective markings e.g. draft, sensitive, private, confidential?

- Are there any FOI/EIR/DPA/UK GDPR disclosure notices contained within documents?
- Has the requester specified a preferred means of communication?
- Does Council need to consult with a third party (e.g. employee, contractor, stakeholder) before deciding on whether to disclose or withhold the information under an exemption?
- If Council wants to withhold the information, can it provide redacted documents?
- Is the request voluminous or sensitive and require peer checking?
- If Council withholds or redacts any information, issue a Refusal Notice. Include:
  - A confirmation that Council holds the information (unless an exemption applies to the confirmation itself)
  - The section and subsection of the exemption
  - Why the information falls within the exemption (unless explanation would disclose exempt information)
  - If prejudice-based, an explanation of likely prejudice
  - If qualified, set out the public interest arguments for and against disclosure
  - If absolute, explain there is no public interest test requirement
  - How to request an internal review and how to appeal
- Has the requesters address been checked against the original request?

Responses to requests will be sent as soon as the information is available. In some cases it may be possible to respond immediately, upon receipt, in which case it is not necessary to send an acknowledgment.

The information contained within the response will vary according to the nature of the request. Generally, a response to an FOI/EIR request should initially confirm whether or not the information requested is held, although there is some variation to this.

In cases where information is withheld, a Refusal Notice will be issued. The CT will set out the exemption(s) applied, the public interest (if applicable) and the reason why the exemption is engaged.

The CT will keep a copy of all documentation on file in response to the request. The CT will label the copy of un-redacted information in case it is subject for future request, Internal Review or review by the ICO.

The CT will:

- ensure to have complied with any reasonable request for a particular format, electronic or hardcopy
- ensure that the correct review or right of appeal paragraphs are included
- check any attachments or enclosures which are being provided in response to the request before sending out the response

- ensure attachments to email are sent via pdf and encrypted/password protected where appropriate
- check the postal or email address of the requester against the original request before sending out the response. Place sensitive/confidential information within a second envelope for extra protection.
- Update the monitoring spreadsheet

### **Internal Reviews**

The CT will acknowledge receipt of the request for review as soon as it is received and give the latest date by which the requester can expect a response.

The Head of Compliance/Assistant Director of Corporate Services (Administration) will conduct Internal Reviews and request the relevant file from the CT, to include:

- The original request
- The response
- Copies of information (guidance, verbal discussions etc)
- Copies of consultation request & responses
- Copies of unredacted information where applicable
- Request for review
- Acknowledgement

The Head of Compliance/Assistant Director of Corporate Services (Administration) will review the original decision, taking account of any time lapse and ICO decision notices. The response will include the details of the review, the outcome and requesters right to complain to the Commissioner. The respective file will be updated to include records of the Internal Review and the monitoring spreadsheet.

### **Roles and Responsibilities**

#### **Responsibilities of Council Officers**

All Council Officers who hold or process recorded information held by Council are responsible for complying with the FOI/EIR/DPA/UK GDPR legislation and this procedure.

RFI can be made to any Council Officer. All Officers who receive RFI that cannot be dealt with within the normal everyday requirements of their role and function should forward the request to the CT immediately. If an Officer is in doubt as to whether a RFI requires to be dealt with under the terms of the FOI/EIR/DPA/UK GDPR the Officer should immediately contact the CT. All transfers of requests to the CT should be made immediately upon receipt of the request to allow the CT sufficient time to deal with the request within the statutory timeframe. Where an Officer deals with a RFI within the normal everyday requirements of their role they should be aware of the statutory timeframes.

When requested by the CT to provide information requested under the FOI/EIR/DPA/UK GDPR all Council Officers must provide all information held by them in relation to the request. Officers can highlight any sensitives over the disclosure of information, but it is the CT who decides whether an exemption/exception is engaged. If an Officer is unsure whether information they hold is relevant to a request they should check this with the CT.



Information held in non-work personal email accounts may be subject to the legislation if it relates to the official business of Council. When a request for information is received Officers should consider all locations where relevant information is held, including private email accounts.

Council acknowledges that personal data held on private email accounts relating to the official work of the Council, falls within the scope of a request for information. However, since private email accounts may not be subject to the level of security deemed appropriate by the Council, storing personal data and using private email accounts risks breaching Article 5 and Article 32 of the UK GDPR.

Private email accounts should only be used in **exceptional** circumstance, for example, if Councils official IT platform is down and the matter requires urgent action. When communicating to a data subject regarding Council official business using a private email account, you must cc your official Council email address to ensure completeness of Council records<sup>18</sup>. Officers communicating via their private email account or are otherwise transmitting and/ or storing data therein, engage the data protection principles. **Officers therefore should use their Council email address and secure Council devices when communicating to data subjects regarding Council business.**

Whilst the Council has a statutory maximum statutory timeframe within which to respond to a request Officers will be required to provide the CT with the requested information within the timeframe as specified by the CT. This to ensure that the CT has sufficient time within which to consider the information, contact relevant third parties and redact exempt information where necessary.

It is a criminal offence to wilfully conceal, damage or destroy information in order to avoid responding to a request. It is therefore important that no records that are the subject of a request are amended or destroyed. The ICO advises: "*where information that is covered by a request is knowingly treated as not held because it is held in a private email account, this may count as concealment intended to prevent the disclosure of information, with the person concealing the information being liable to prosecution*".<sup>19</sup>

All Council Officers are also responsible for good information handling practice and implementing records management policies and procedures as appropriate. Council departments are responsible for the content of the Publication Scheme and must review it regularly. Departmental website content updates should be forwarded to the Marketing and Communications Team and Compliance Team for inclusion on the website.

When a request is made for information and that information includes the names of employees in connection with their work on behalf of Council, as a general rule Heads of Service and above name, job title and/or role will be disclosed.

The question of disclosure of employee's name, job title and/or role below Head of Service will be looked at on a case by case basis. The main consideration in deciding whether to

<sup>18</sup> Official information held in private email accounts, p5:- [https://ico.org.uk/media/for-organisations/documents/1147/official\\_information\\_held\\_in\\_private\\_email\\_accounts.pdf](https://ico.org.uk/media/for-organisations/documents/1147/official_information_held_in_private_email_accounts.pdf)

<sup>19</sup> Page 4, link as above.

release the information in connection with their work on behalf of Council will be whether it is fair in all the circumstances to identify an individual employee e.g. whether they have been involved in the decision making process and whether their information is already in the public domain. Special consideration will be given where the disclosure of an employee's name would cause unwarranted damage or distress to that individual.

#### Responsibilities of Councillors

Information received, created or held by a Councillor on behalf of the Council will be covered by the legislation. This includes information received, created or held by a Councillor outside of the Council Chamber / Council Offices where the information forms part of their work as a Councillor on behalf of Council. Correspondence between Councillors or information held by a Councillor for their own private, political or representative purposes will not usually be covered.

As Councillors are not public authorities in their own right they have no obligation to respond to a request for information addressed to them individually. However, as a matter of good practice, a Councillor should explain this to the requester and, with the permission of the requester, pass the request to the CT. All transfers of requests to the CT should be made immediately upon receipt of the request to allow the Officer sufficient time to deal with the request within the statutory timeframe.

When requested by the CT to provide information requested under the FOI/EIR/DAP/UK GDPR all Councillors must provide all relevant information held by them in their role as an agent or representative on behalf of Council. Councillors can highlight any sensitives over the disclosure of information, but it is the CT who decides whether an exemption/exception is engaged. If a Councillor is unsure whether information they hold is relevant to a request they should check this with the CT.

Information held in non-work personal email accounts may be subject to the legislation if it relates to the official business of Council. When a request for information is received Councillors should consider all locations where relevant information is held, including private email accounts.

Council acknowledges that personal data held on private email accounts relating to the official work of the Council, falls within the scope of a request for information. However, since private email accounts may not be subject to the level of security deemed appropriate by the Council, storing personal data and using private email accounts risks breaching Article 5 and Article 32 of the UK GDPR.

Private email accounts should only be used in **exceptional** circumstance, for example, if Councils official IT platform is down and the matter requires urgent action. When communicating to a data subject regarding Council official business using a private email account, you must cc your official Council email address to ensure completeness of Council records<sup>20</sup>. Councillors communicating via their private email account or are otherwise transmitting and/ or storing data therein, engage the data protection principles. **Councillors therefore should use their Council email address and secure Council devices when communicating to data subjects regarding Council business.**

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<sup>20</sup> Page 5, link as above.



Whilst the Council has a statutory maximum statutory timeframe within which to respond to a request Officers will be required to provide the CT with the requested information within the timeframe as specified by the CT. This to ensure that the CT has sufficient time within which to consider the information, contact relevant third parties and redact exempt information where necessary.

It is a criminal offence to wilfully conceal, damage or destroy information in order to avoid responding to a request. It is therefore important that no records that are the subject of a request are amended or destroyed. The ICO advises: "*where information that is covered by a request is knowingly treated as not held because it is held in a private email account, this may count as concealment intended to prevent the disclosure of information, with the person concealing the information being liable to prosecution*".<sup>21</sup>

Councillors should be aware that where their names appear on any recorded information or documentation held by them or by the Council in connection with their work on behalf of the Council their names and position within the Council will ordinarily be disclosed as a matter of course.

### **Training**

All staff and Councillor's will be provided with mandatory FOI/EIR/DPA/UK GDPR training which will be required to be undertaken every three years, subject to legislative amendments. Refresher guidance will be provided annually.

FOI/EIR/DPA/UK GDPR training will form part of the Council's induction for new employees. A copy of this policy and procedure will be provided to all employees and Councillors.

### **Monitoring and Review**

To ensure this Procedure complies with the terms of the FOI/EIR/DPA/UK GDPR and meets the needs of Council it will be reviewed every ~~three~~four years. If there is a change in legislation and/or internal processes review may complete sooner.

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<sup>21</sup> Page 4, link as above.

<b>Report to:</b>	Strategy, Policy and Resources Committee
<b>Date of Meeting:</b>	15 June 2023
<b>Subject:</b>	Revised Conflicts of Interest Policy and Procedure
<b>Reporting Officer (Including Job Title):</b>	Edel Cosgrove Head of Compliance
<b>Contact Officer (Including Job Title):</b>	Alison Robb Assistant Director of Corporate Services (Administration)

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<b>X</b>	<b>For noting only</b>	
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<b>1.0</b>	<b>Purpose and Background</b>
1.1	The purpose of the report is to seek Members approval on the revised Conflicts of Interest Policy and Procedure (COIPP).
1.2	The draft will replace the existing COIPP.
<b>2.0</b>	<b>Key issues</b>
2.1	The following is a summary of the main amendments:-
2.2	The COIPP includes a new electronic process to gather employees Declarations of Interest (DOI) and Register of Interests (ROI) using Microsoft Forms software. Councillors return will continue to be collected via Democratic Services.
2.3	A description and an indicative list of "high-risk posts" are included to support monitoring and evaluation by accurately determining the annual completion of DOI returns. Subject to Committee approval and Council ratification, a version control table is included to track any future amends.
2.4	An annual CEO update will be issued providing instruction to staff on how to complete.
2.5	A new ROI process is created to capture any direct or perceived conflict outside of the annual return DOI process.
2.6	New employee (which includes movers) induction checklist and IT Leavers procedure will be updated to reflect the requirements.
2.7	The responsibility has passed from the Head of Legal to the Head of Compliance to administer the electronic process.
2.8	For ease of reference, revisions are included in red text within the COIPP.

<b>3.0</b>	<b>Recommendations</b>
3.1	It is recommended that Members approve the COIPP.
<b>4.0</b>	<b>Resource implications</b>
4.1	None identified.
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input checked="" type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><b><i>Proposal initiating consultation</i></b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p>
	<p><b><i>Rationale:</i></b></p>



<b>6.0</b>	<b>Due regard to Rural Needs (please tick all that apply)</b>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input checked="" type="checkbox"/></p>
<b>7.0</b>	<b>Appendices</b>
	Draft Conflicts of Interest Policy and Procedure
<b>8.0</b>	<b>Background Documents</b>
	See current Conflicts of Interest Policy and Procedure

## Conflict of Interest Policy and Procedures



### Policy Control

<b>Policy reference:</b>	CS27
<b>Title of Policy:</b>	Conflicts of Interest
<b>Version:</b>	0.7
<b>Directorate / Departmental ownership:</b>	Corporate Services / Administration
<b>Officer responsible:</b>	Assistant Director Corporate Services (Administration)
<b>Date of ratification:</b>	
<b>Review date:</b>	(4 years as per equality scheme commitment)
<b>Equality screening and Rural Needs Impact Assessment completed by:</b>	Assistant Director Corporate Services (Administration)
<b>Equality screening and Rural Needs Impact Assessment date:</b>	27 February 2022
<b>Location where document is held and referenced:</b>	Responsible Department <input checked="" type="checkbox"/>  Corporate Policy repository <input checked="" type="checkbox"/>

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### Version Control

<b>Version No</b>	<b>Amendments</b>	<b>Authorisation</b>	<b>Date</b>	<b>New Version No</b>

**1. Title of policy**

Conflicts of Interest.

**2. Statement**

**Council approves the policy to ensure** staff and Elected Members are aware that it is not appropriate to use public position or resources to deal with private matters or to pursue private interests. All staff and members have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way which protects the public interest.

In the course of their work it is essential that staff avoid any suggestion of nepotism or favouritism in their dealings with colleagues, clients or other contacts. This applies to the whole range of work activities but the key areas are recruitment, promotion, training, procurement, grant funding, planning and staff appraisal. In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, staff and members should make choices on merit.

**3. Aim**

The aim of the Conflict of Interest Policy is to ensure the Council's compliance with and consistent application of best practice in relation to Conflicts of Interest. Newry, Mourne and Down District Council is committed to providing sufficient resources and appropriate training to ensure the Council achieves this objective.

**4. Scope**

This Policy applies to all staff and Elected Members of Newry, Mourne and Down District Council.

The Policy applies to all those who work for Newry, Mourne and Down District Council (including but not limited to employees, agency staff, elected members, other public representatives, contractors, agents, consultants, servants of the Council and all third party data processors). All parties referred to above are responsible for complying with the terms of the Conflict of Interest Policy and Procedures.

**Consequences of non-compliance will be considered under Councils Disciplinary and Dismissal Policy and Procedure.**

**5. Related policies and legislation**

Conflicts of Interest: A Good Practice – Published by NIAO  
 The Northern Ireland Local Government Code of Conduct for Councillors  
 The Northern Ireland Local Government Code of Conduct for Staff  
 Newry, Mourne and Down District Council's Gifts and Hospitality Policy  
 Access to Information Policy and Procedure  
 Records Management Policy and Procedure  
 IT Policy and Procedure  
 Disciplinary and Dismissal Policy and Procedure



Publication Scheme  
Induction checklist

## 6. Definitions

The Northern Ireland Audit Office<sup>1</sup> provides the following definition of a Conflict of Interest:-

At its most basic, a conflict of interest arises when an individual has two different interests that overlap. This Guide uses a broad definition<sup>2</sup> that is applicable across the public sector and is relevant to public officials and Board members alike:

*"A conflict of interest involves a conflict between the public duty and the private interest of a public official in which the official's private-capacity interest could improperly influence the performance of his/her official duties and responsibilities."*

A conflict of interest can also be perceived.

A perceived conflict of interest exists where it could be perceived, or appears, that private capacity interests could improperly influence the performance of a public official or Board member's official duties and responsibilities. It may pose no actual risk to the conduct of public business, but it requires proper management in order to minimise the risk of reputational damage both to the organisation and the individual(s) concerned.

A perception of a conflict of interest can be just as significant as an actual conflict of interest. The key issue is whether there is a risk that a fair-minded outside observer, acting reasonably, would conclude that there is a real possibility of bias.

## 7. Department and Officer responsible

Directorate / Department	Corporate Services / Administration
Officer(s) responsible for developing the policy	Assistant Director Corporate Services (Administration)  Head of Compliance

<sup>1</sup> Page 6- [https://www.niauditoffice.gov.uk/files/niauditoffice/media-files/conflicts\\_of\\_interest\\_good\\_practice\\_guide.pdf](https://www.niauditoffice.gov.uk/files/niauditoffice/media-files/conflicts_of_interest_good_practice_guide.pdf)

<sup>2</sup> Managing Conflict of Interest in the Public Sector – A toolkit, Organisation for Economic Co-operation and Development, September 2005

**8. Policy approval process**

<b>Meeting</b>	<b>Date</b>
<i>CMT</i>	1 June 2023 (via email)
<i>SMT</i>	6 June 2023
<i>Strategy, Policy and Resources Committee</i>	
<i>Monthly Council Meeting</i>	

**9. Review Date**

The policy will be reviewed in line with the Council's agreed policy review cycle i.e. every 4 years (as per Council's Equality Scheme commitment 4.31), or sooner to ensure it remains reflective of legislative developments.

**10. Procedures and arrangements for monitoring the implementation and impact of the policy**

The Conflict of Interest Policy is supplemented by implementation procedures required for delivery of the policy and relevant monitoring arrangements to assess the impact.

**11. Equality Screening**

This policy and procedures have been assessed under Newry, Mourne and Down District Council's Equality Impact Assessment process and the decision of the Council is that the policy is not to be subject to an EQIA and no mitigating measures are required. A copy of the equality screening is available from the Head of Corporate Policy.

**12. Rural Needs Impact Assessment**

This policy and procedures have been assessed under Newry, Mourne and Down District Council's Rural Needs Impact Assessment process, and no rural specific indicators have been set. A copy of the Rural Needs Assessment is available from the Head of Corporate Policy.



## **Conflict of Interest Procedures**

### **Introduction**

For those employed in the public sector and Elected Members it is likely that from time-to-time private matters will impinge on public duties. In such circumstances staff and Members should be aware that it is not appropriate to use public position or resources to deal with private matters or to pursue private interests. All staff have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way which protects the public interest.

In the course of their work it is essential that staff and Members avoid any suggestion of nepotism or favouritism in their dealings with colleagues, clients or other contacts. This applies to the whole range of work activities but the key areas are recruitment, promotion, training, procurement, grant funding, planning and staff appraisal. In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, staff should make choices on merit.

Conflicts or potential conflicts of interest can and do arise in our work.

### **Who are these procedures for?**

These procedures are for Councillors and staff who will wish to ascertain whether they have an interest which should be declared under the Northern Ireland Local Government Code of Conduct for Councillors or the Employee Code of Conduct.

Under the Members' Code of Conduct Councillors are obliged to declare pecuniary interests and non-pecuniary interests (e.g. membership of outside bodies). However, these formal definitions do not cover every possible conflict which could be encountered by Councillors and this document provides additional guidance so that Members can meet their obligations.

Similarly, whilst the Local Government Employee Code of Conduct specifies numerous matters which must be reported to their Chief Officer, not every eventuality can be covered and there is a catch all category of "any other connection to the Council's work which may be relevant".

These Procedures provide extra explanation of what conflicts ought to be recorded by you in your work for the Council. The intention of these procedures is not to look in depth at any particular situations, but to provide an overview of conflicts of interest, and how to deal with them, and to signpost sources of further information.

The Northern Ireland Audit Office provides a useful in-depth Good Practice Guide on Conflicts of Interest which is available at [www.niauditoffice.gov.uk](http://www.niauditoffice.gov.uk)

### **What is a conflict of interest and what issues does it raise?**

A conflict of interest is any situation in which your personal interests, or interests that you owe to another body or person, may (or may appear to) influence or affect your decision making.

A conflict of interest can also be perceived.

A perceived conflict of interest exists where it could be perceived, or appears, that private interests could improperly influence the performance of your official duties and responsibilities. It may pose no actual risk to the conduct of public business, but it requires proper management in order to minimise the risk of reputational damage both to the Council and the individual(s) concerned.

A perception of a conflict of interest can be just as significant as an actual conflict of interest. The key issue is whether there is a risk that a fair-minded outside observer, acting reasonably, would conclude that there is a real possibility of bias.

It is inevitable that conflicts of interest occur. It is therefore important to manage any situation where there is potential for criticism that your position or your decision has been influenced by conflicting loyalties. Even the appearance of a conflict of interest can damage your reputation and the Council's reputation, so conflicts need to be managed carefully.

It is the potential, rather than the actual benefit from which the conflict of interest arises and which requires attention. In order to ensure selflessness and transparency, a declaration is required where there is a possibility of people outside the Council assuming that you (or a friend or relative) may have some benefit from the Council's business or decision making. This will avoid accusations of impropriety, which could in turn have a damaging effect on the Council's reputation.

Some advantages of working for the Council are enjoyed by more than one person. Where this arises then it is not usually the case that a declaration has to be made. An example of this would be the allowances and expenses which Councillors are entitled to claim. These decisions are always made in the open at public meetings and although it is correct that Councillors will receive a personal benefit there is no real risk to accountability or transparent decision making if an interest is not declared in that situation. This is because the subject matter of the decision makes it clear that Councillors will benefit. Similarly pay rises for staff will be recommended by staff and decisions made by Councillors – there is clear transparency and no declarations are required.

You should be more careful where decisions arise and it is not clear that a connection exists. For example, a planning application is made by someone you know. If you are a Planning Officer then you should declare to your manager that this is the case. Then the manager can make an informed decision if you should continue to work on the case. If you are a Councillor on the Planning Committee and the application is referred to the Committee then the public will know that the relationship exists only if you declare it. In these cases, a timely declaration of an interest will assure members of the public that there is nothing untoward to be worried about and that you are acting beyond reproach.

Similarly if you take advantage of benefits that are available to all, or that are of inconsequential or little measurable value, they will not normally need to be declared. E.g. you hire a tennis court. This would not need to be declared, as the facilities are available to all members of the local community, which includes Councillors and staff alike.

Issues may also arise where you have a conflict of interest or loyalties on a particular issue, but there is no potential for profit or advantage by any person. This may still be useful to declare so that it is clear that a decision has been made correctly. For instance you are a member of an outside body and the affairs of that body are raised at a meeting. It is helpful



for all concerned to know about the link to that other body even if nothing in the debate or the decision particularly turns on the declaration.

### **How do I identify a conflict of interest?**

Conflicts of interest may come in a number of different forms:

- direct financial gain or benefit
- the award of a contract to another organisation in which you (or a friend or relative) has an interest and from which you (or they) will receive a financial benefit
- indirect financial gain, such as employment by the Council of your spouse or partner
- non-financial gain, such as when the Council's decisions or policies affect another organisation of which you are a member.

The Council expects you to be able to identify possible conflicts of interest when they arise and to ensure, that you take advice and to make the appropriate declarations. If you are a member of staff then you can speak to your line manager, Human Resources or the Head of **Compliance**. If you are a Councillor you can speak to the Democratic Services **Manager**, the Chief Executive or the Head of **Compliance**. *To support you Council has identified a list of high risk posts which are included from page 23 onwards. High Risk posts are those where an employee could or be perceived to use their bias to favour or detrimentally impact an outcome. Any other member of staff who on review of this policy believes they have a conflict of interest is required to consult with the Head of Compliance (see advice on p11).*

The main areas are likely to be:

- (a) Private occupations
- (b) Payment for private work
- (c) Shareholdings
- (d) Relationships with suppliers and consultants
- (e) Acceptance of gifts and benefits

### **Private occupations**

Staff must not engage in any activity which might conflict with the interests of the Council or be inconsistent with their position as members of the Council.

No restriction is placed on paid part-time employment or other paid activities outside official hours provided official work does not suffer and there is no risk of it bringing discredit upon the Council. However, staff proposing to undertake outside employment or activity should consult Human Resources if:

- it is employment or activity in a service also provided by the Council e.g. Environmental Health Officer, Fitness Instructor, Building Control Surveyor etc;

- It involves the use of official information or experience acquired in the course of official duties (but excluding information already in the public domain). Examples of such information range from general themes developed as a result of our work, to specific information obtained from members of the public. In the latter case it is most unlikely that approval would be given;
- it is employment or activity for anybody to which the Council may award business or contracts;
- the working hours of the proposed employment, when aggregated with the working hours of Council employment are likely to exceed 48 hours a week in line with EU Working Time Directive.
- any such employment will, in the view of the Council, conflict with or react detrimentally to the Council's interests, or in any way weaken public confidence in the conduct of the Council's business.

### **Payment for private work**

Staff should consult the Head of **Compliance** if they are offered payment for work which relates to their official duties or is carried out in official time, or if they receive extra money from public funds for work outside the scope of their official duties, other than fees for acting as presiding officer or poll clerk at a parliamentary or local election.

Any fee or payment for private work must be surrendered to the Council if the preparation or execution of the work is undertaken in official time, as should fees for speeches or lectures given in an official capacity. Any travel, accommodation or meals provided in connection with such events must be normal and reasonable in the circumstances, please refer to the Council's Gifts and Hospitality Policy for further guidance. The Council *may* allow staff to keep all or part of the payment if the work or preparation is undertaken in private time, or the official time is wholly or partly made up and the Council on review of the individual facts of the matter is content that acceptance of payment by the member of staff would not be improper. In the latter instance, staff must obtain prior approval from the Chief Executive so that arrangements can be made with the appropriate Line Manager.

Staff may be permitted to write or contribute to books or articles provided these are not related to the work of the Council and their content could not call into question the integrity, objectivity or impartiality of the Council. Such activities should be conducted entirely in the individual's own time and staff should make no reference to their employment by the Council. Any fee or payment for such work can be retained by the individual, but must be notified to the Council.

### **Shareholdings**

Staff may hold private investments. They should not, however, hold or deal in shares when they are in a position to gain information through their work which might affect the value of such shares. If a shareholding might raise a question of possible conflict with the interests or independence of the Council staff or Member then they should not obtain shares or, if already holding them, should declare the holding immediately. Examples where conflict might arise are when an individual:



- knows of a large government contract to be placed with a public company;
- has privileged information about a future privatisation; and
- knows of planned actions which might affect a company's prospects;

The Chief Executive will decide whether the individual's financial interest in a company might exert undue influence on his/her judgement, and, in conjunction with the Head of **Compliance** and the Officer's Line Manager, will determine the appropriate course of action. Staff should also ensure that privileged information obtained in the course of their work is under no circumstances imparted to colleagues, friends or relatives.

Under the Criminal Justice Act 1993 it is an offence if an individual '*who has information as an insider...deals in securities that are price-affected securities in relation to the information*'. An individual is also guilty of the offence of insider dealing if they encourage '*another person to deal in securities that are (whether or not that other knows it) price-affected securities in relation to the information....or he (the individual) discloses the information, otherwise in the proper performances of the functions of his employment, office or profession, to another person*'.

### **Relationships with suppliers and consultants**

Contracts must be awarded on merit in fair competition against other potential suppliers, and no favouritism should be shown to businesses run by friends, partners or relatives. Staff responsible for engaging or supervising contractors who have any personal or domestic relationship with potential suppliers should declare it to their Director/Assistant Director. Staff should also declare any investment interests they hold with suppliers or consultants with whom they might deal. Where conflict might arise the individual should dispose of their investment or ensure that they play no part in awarding the contract or selecting consultants.

When involved in employing consultants, staff must ensure that appointments are made on merit in fair competition, i.e. the assignment should be awarded to the individual or company which best meets pre-determined criteria concerning the quantity, quality and cost of the service to be provided. The Council policy on Procurement is located in the internal R drive or can be obtained from Council's Head of Procurement.

### **How can conflicts of interest be managed effectively?**

You need to be alert to possible conflicts of interest which you might have and how you can minimise their effects. A key aspect of minimising the effects of conflicts of interest is to be open and transparent about such situations when they arise.

All staff and Councillors have a responsibility to regularly review their circumstances and determine if any change has occurred which should rightly result in a change to their declaration or facilitate the need for a new declaration.

#### *Daily and Annual guidance for employees*

- **DAILY**



At page 21 readers will find a checklist to support recognising a Conflict of Interest. Page 22 includes a table taken from the Northern Ireland Audit Office's Good Practice Guide on Conflicts of Interest which sets out different management strategies for dealing with conflicts and when they might be used.

Where an interest is declared by staff members they can discuss actions to be taken as a consequence with their line manager and a decision will be made on how to manage any conflict or perceived conflict.

**A record should be made of these arrangements in case of any future queries. The Council therefore requires that you declare any actual or potential conflicts of interest of which you are aware, as soon as they arise by completing the following Register of Interests form [\[insert link\]](#)**

The Council will collate your entry into a Register of Interests – one for staff and one for Councillors. In recording interests openly, any actual or potential conflicts of interest can be identified more easily.

- ANNUALLY

**Members of staff in High Risk posts will be expected to complete a mandatory Declaration of Interest each year. The Chief Executive will issue this requirement and instructions during quarter one of each financial year.**

**Examples of high risk posts are included from page 23.**

Any other member of staff who on review of this policy believes they have a conflict of interest is required to consult with the Head of Compliance. If it is determined a conflict of interest exists, the Head of Compliance will email the employee the link to complete the electronic Declaration of Interest form, add the post to the list at page 23 onwards and update the version control table on page 2.

All line managers and HR should be mindful of this policy when recruiting new staff, including "movers" and ensure completion of the 'Compliance Induction' within the Induction checklist for new starts. For staff exiting Council or moving roles, staff should complete the IT Leavers procedure.

The Council publishes Declaration of Interests on its website for Councillors, the Senior and Corporate Management Teams, also known as 'Senior Officers'. Council does not publish Declaration of Interests for remaining staff. This is in compliance with Councils publication scheme and the Information Commissioners Office guidance.

When an employee submits a Declaration of Interest form, the information thereon will be treated with discretion and only be used to manage a conflict or perceived conflict of interest. Information held will be processed in accordance with the [privacy notice contained within the form](#).

It is good practice at the beginning of a meeting to declare any interest which you have in an item to be discussed, and certainly before any discussion of the item itself. Sometimes this is not possible because an issue arises in the meeting unexpectedly so that the interest

can only be declared later. In such a case, the Council expects the interest to be raised as early as possible.

### *Guidance for Councillors*

Councillors are required to declare their interests on an annual basis and will be contacted by the Democratic Services **Manager** to facilitate this.

Where an interest is declared by a Councillor at the outset of a Council or Committee Meeting then that interest will be noted by the democratic services representative attending the meeting. The Local Government Code of Conduct for Councillors requires the Councillor to absent himself or herself when a "Disclosable Pecuniary Interest" arises. The term, 'pecuniary interest' is defined in the 1972 Act. Pecuniary interests are your business interests (for example, your employment, trade, profession, contracts, or any company with which you are associated) and wider financial interests you may have (for example, investments, and assets such as land and property). Pecuniary interests may be both direct and indirect. Where any other conflict of interest arises i.e. non-pecuniary interests, it is for the Councillor to declare that interest if it is 'significant' and the Local Government Code of Conduct for Councillors, at sections 4.3 and 6.1 provides guidance for Councillors to determine if the interest is significant and how it should be managed.

### **What happens if there is a breach of the Policy?**

There are formal sanctions available to the Council for those who are in breach. Any action taken will depend on the circumstances of each individual case. Staff can be subject to the disciplinary procedure, and Councillors can be referred to the NI Commissioner for complaints.

### **Policy Review Date**

The policy will be reviewed in line with the Council's agreed policy review cycle i.e. every 4 years (as per Council's Equality Scheme commitment 4.31), or sooner to ensure it remains reflective of legislative developments and good practice.

Staff wishing to receive clarification on this policy and/or suggest improvements should contact the Head of **Compliance**.

### **Training**

All staff and Councillors will be provided with mandatory Conflicts of Interest training which will be required to be undertaken every three years, subject to legislative amendments. Refresher guidance will be provided annually.

Conflicts of Interest training will form part of the Council's induction for new employees and "movers". A copy of this policy and procedure will be provided to all employees and Councillors.

### **Templates**

The following Register of Interests and Declaration of Interests forms for employees are for illustration purposes. Forms should be completed electronically, see page 10.





# Register of Interests

\* Required

## 1. PRIVACY NOTICE

### **The type of personal information we collect**

Council collects the information contained in the below form.

### **How we get your personal information**

The personal information we process is provided to us directly by you for the purpose of completing your Register of Interests.

### **Why we collect it**

The NI Audit Office advises "a *Register of Interests*... enhances transparency within the organisation and is a useful tool to help individuals and managers identify conflicts at an early stage and take the necessary steps to manage them." (NIAO, 2015, p20).

We use the information that you have given us in order to demonstrate compliance with audit obligations to compile a Register of Interests. We may share this information with requesters who have a lawful bases to process your personal data.

Under the UK General Data Protection Regulation (GDPR), the lawful bases we rely on for processing this information are 'legitimate interests'.

### **How we store your personal information**

Your information is securely stored permanently on Council servers.

### **Your data protection rights**

Under data protection law, you have rights including:

Your right of access - You have the right to ask us for copies of your personal information.

Your right to rectification - You have the right to ask us to rectify personal information you think is inaccurate. You also have the right to ask us to complete information you think is incomplete.

Your right to erasure - You have the right to ask us to erase your personal information in certain circumstances.

Your right to restriction of processing - You have the right to ask us to restrict the processing of your personal information in certain circumstances.

Your right to object to processing - You have the the right to object to the processing of your personal information in certain circumstances.

Your right to data portability - You have the right to ask that we transfer the personal information you gave us to another organisation, or to you, in certain circumstances.

You are not required to pay any charge for exercising your rights. If you make a request, we have one month to respond to you.



Please contact the Compliance Team if you wish to make a request.


### How to complain

If you have any concerns about our use of your personal information, you can make a complaint to the Compliance Team.

You can also complain to the ICO via- <https://ico.org.uk/make-a-complaint/> \*

I have read and understood the Privacy Notice

### 2. Date \*

Please input date (dd/MM/yyyy) 

### 3. Employee full name \*

Enter your answer

### 4. Job Title \*

Enter your answer

### 5. Directorate \*

- Corporate Services
- Active and Healthy Communities
- Sustainability and the Environment
- Enterprise, Regeneration and Tourism
- CEOs Office

### 6. Department/Section \*

Enter your answer

**7. Date of Appointment to current position \***

Please input date (dd/MM/yyyy)

**8. Please list the individual(s) concerned \***

Enter your answer

**9. Please outline the circumstances involved on the conflict of interest \***

Enter your answer

**10. Please outline as assessment of the situation \***

Enter your answer

**11. Please outline how the matter was resolved or how the risk was reduced/eliminated \***

Enter your answer

**12. Please outline any action taken \***

Enter your answer

13. I confirm that the above declaration is complete and correct to the best of my knowledge and belief. The interests I have declared include both direct and indirect interests (i.e. those of a partner, spouse or close relative) and any specific financial interests are shown. \*

Yes

Submit

This content is created by the owner of the form. The data you submit will be sent to the form owner. Microsoft is not responsible for the privacy or security practices of its customers, including those of this form owner. Never give out your password.

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# Declaration of Interests

\* Required

## 1 **PRIVACY NOTICE**

### **The type of personal information we collect**

Council collects the information contained in the below form:

### **How we get your personal information**

The personal information we process is provided to us directly by you for the purpose of completing your annual Declaration of Interests.

### **Why we collect it**

The NI Audit Office advises "all public officials and Board members to complete a Declaration of Interests form annually" (NIAO, 2015, P6).

We use the information that you have given us in order to demonstrate compliance with audit obligations. We may share this information with requesters who have a lawful bases to process your personal data.

Under the UK General Data Protection Regulation (GDPR), the lawful bases we rely on for processing this information are 'legitimate interests'.

### **How we store your personal information**

Your information is securely stored permanently on Council servers.

The Council publishes Declaration of Interests on its website for Councillors, the Senior and Corporate Management Teams aka 'Senior Officers'. Council does not publish Declaration of Interests for remaining staff. This is in compliance with Council's publication scheme and the Information Commissioners Office guidance.

In relation to Senior Officers' Declarations of Interest the ICO expects Council to publish information which should include the names, departments, sections and job titles of all officers who have made entries. In relation to the Chief Executive, information recorded in the professional element (question number 13) should also be disclosed subject to consideration of the UK GDPR.

### **Your data protection rights**

Under data protection law, you have rights including:

Your right of access - You have the right to ask us for copies of your personal information.

Your right to rectification - You have the right to ask us to rectify personal information you think is inaccurate. You also have the right to ask us to complete information you think is incomplete.

Your right to erasure - You have the right to ask us to erase your personal information in certain circumstances.

Your right to restriction of processing - You have the right to ask us to restrict the processing of your personal information in certain circumstances.

Your right to object to processing - You have the right to object to the processing of your personal information in certain circumstances.

Your right to data portability - You have the right to ask that we transfer the personal information you gave us to another organisation, or to you, in certain circumstances.

You are not required to pay any charge for exercising your rights. If you make a request, we have one month to respond to you.

Please contact the Compliance Team if you wish to make a request.

### How to complain

If you have any concerns about our use of your personal information, you can make a complaint to the Compliance Team.

You can also complain to the ICO via- <https://ico.org.uk/make-a-complaint/> \*

I have read and understood the Privacy Notice

## 2. Date \*

Please input date (dd/MM/yyyy)



## 3. Employee full name \*

Enter your answer

## 4. Job Title \*

Enter your answer

## 5. Directorate \*

- Corporate Services
- Active and Healthy Communities
- Sustainability and the Environment
- Enterprise, Regeneration and Tourism
- CEOs Office

## 6. Department/Section \*

Enter your answer

**7. Date of Appointment to current position \***

Please input date (dd/MM/yyyy)

**8. Date of Appointment to Council (if different) \***

Please input date (dd/MM/yyyy)

**9. Company interests** – any relations with a company or commercial organisation; Directorships, paid employment, consultancy, close family connection. **Please include dates and role or N/A if not applicable. \***

Enter your answer

**10. Self employment. Please include dates and role or N/A if not applicable. \***

Enter your answer

**11. Land or Property Holdings** – (see Appendix 2 of Conflict of Interest Procedure). **Please include N/A if not applicable. \***

Enter your answer

**12. Charities** - trusteeships, governorships or employment with any charities or voluntary organisations. **Please include dates and role or N/A if not applicable. \***

Enter your answer



13. **Public Appointments** – remunerated or unremunerated. **Please include dates and role or N/A if not applicable.** \*

Enter your answer

14. **Memberships** – including membership of professional or external bodies, trade or other associations **Please include N/A if not applicable.** \*

Enter your answer

15. **Close Family Links** – Specific close family interest in any of the above. **Please include N/A if not applicable.** \*

Enter your answer

16. **Other Interests** – any other interests held by you or your close family. **Please include N/A if not applicable.** \*

Enter your answer

17. **I confirm that the above declaration is complete and correct to the best of my knowledge and belief. The interests I have declared include both direct and indirect interests (i.e. those of a partner, spouse or close relative) and any specific financial interests are shown.** \*

Yes

Submit

### **Recognising a Conflict of Interest**<sup>3</sup>

#### Checklist for Employees

Do you think you have an actual, perceived or potential conflict of Interest?

The following questions may help when assessing an issue or considering the situation in which you are involved.

- Would I, or anyone associated with me, benefit from, or be detrimentally affected by my proposed decisions or action?
- Could there be benefits for me in the future that could cast doubt on my objectivity?
- Do I have a current or previous personal, professional or financial relationship or association of any significance with an interested party?
- Would my reputation or that of a relative, friend or associate stand to be enhanced or damaged because of the proposed decision or action?
- Do I or a relative, friend or associate stand to gain or lose financially in some covert or unexpected way?
- Do I hold any personal or professional views or biases that may lead others to reasonably conclude that I am not an appropriate person to deal with the matter?
- Have I contributed in a private capacity in any way to the matter my organisation is dealing with?
- Have I made any promises or commitments in relation to the matter?
- Have I received a substantial gift, benefit or hospitality from someone who stands to gain or lose from my proposed decision or action?
- Am I a member of an association, club or professional organisation or do I have particular ties and affiliations with organisations or individuals who stand to gain or lose by my proposed decision or action?
- Could this situation have an influence on any future employment opportunities outside my current official duties?
- Could there be any other benefits or factors that could cast doubt on my objectivity?

**If you have ticked yes to any of the above questions you should complete and return a Declaration of Interest Form or, alternatively, seek further advice from the Head of **Compliance****

<sup>3</sup> Page 8:- [https://www.niauditoffice.gov.uk/files/niauditoffice/media-files/conflicts\\_of\\_interest\\_good\\_practice\\_guide.pdf](https://www.niauditoffice.gov.uk/files/niauditoffice/media-files/conflicts_of_interest_good_practice_guide.pdf)

**Options for managing Conflicts of Interest<sup>4</sup>**

<b>Management Strategy</b>	<b>When most suitable</b>	<b>When least suitable</b>
<p>Register</p> <p>Where details of the existence of a possible or potential conflict of interest are formally registered.</p>	<p>For very low-risk and potential conflict of interest.</p> <p>Where the act of transparency through recording the conflict of interest is sufficient.</p>	<p>The conflict of interest is more significant or higher risk.</p> <p>The potential or perceived effects of a conflict of interest on the proper performance of the Council Staff/Elected member's duties require more proactive management.</p>
<p>Restrict</p> <p>Where restrictions are placed on the Council Staff/Elected Member's involvement in the matter.</p>	<p>The Council Staff/Elected member can be effectively separated from parts of the activity or process.</p> <p>The conflict of interest is not likely to arise frequently.</p>	<p>The conflict is likely to arise more frequently.</p> <p>The Council staff/Elected member is constantly unable to perform a number of their regular duties because of conflict of interest issues.</p>
<p>Recruit</p> <p>Where a disinterested third party is used to oversee part or all of the process that deals with the matter.</p>	<p>It is not feasible or desirable for the Council Staff/Elected member to remove themselves from the decision-making process.</p> <p>In small isolated communities where the particular expertise of the Council Staff/Elected member is necessary and genuinely not easily replaced.</p>	<p>The conflict is serious and on-going, rendering ad hoc recruitment of others unworkable.</p> <p>Recruitment of a third party is not appropriate for the proper handling of the matter.</p> <p>A suitable third party is unable to be sourced.</p>
<p>Remove</p> <p>Where a member of Council Staff/Elected member chooses to be removed from the matter.</p>	<p>For on-going serious conflicts of interest where ad hoc restriction or recruitment of others is not appropriate.</p>	<p>The conflict of interest and its perceived or potential effects are of low risk or low significance.</p> <p>The Council staff/elected member is prepared to relinquish the relevant private interest rather than radically change their work responsibilities or environment.</p>

<sup>4</sup> Page 23:- [https://www.niauditoffice.gov.uk/files/niauditoffice/media-files/conflicts\\_of\\_interest\\_good\\_practice\\_guide.pdf](https://www.niauditoffice.gov.uk/files/niauditoffice/media-files/conflicts_of_interest_good_practice_guide.pdf)



**LIST OF HIGH-RISK POSTS PER DIRECTORATE**

<b>ACTIVE AND HEALTHY COMMUNITIES</b>		
Director		
Community Engagement	Leisure and Sport	Environmental Health and Well Being
Assistant Director	Assistant Director	Assistant Director
Administrative Assistant (Programmes Unit)	Head of Indoor Leisure	Head of Environmental Health Commercial
Head of Community Services, Facilities and Events	Head of Outdoor Leisure	Head of Environmental Health Residential
Head of Engagement	Sports Development Manager	Head of Sustainability
Safer Communities Manager	Sports Development Officer (2)	Senior Environmental Health Officer (6)
Project Coordinator (Diversity & Inclusion)	Area Managers (3)	Environmental Health Officer (17)
DEA Coordinator (7)	Leisure Governance Support Officer	Technical Officer (2)
Administrative Assistance (Programmes Unit) (2)	Leisure Business Support Officer	Biodiversity Officer
Head of Programmes	Outdoor Leisure Officer (2)	Sustainability Officer
Project Support Officer (Programmes Unit)	Activity Officer	Home Safety Officer (2)
		Affordable Warmth Surveyors (4)

<b>ENTERPRISE, REGENERATION AND TOURISM</b>			
Director			
Enterprise, Employment and Regeneration	Tourism, Culture and Events	Building Control and Licensing	Planning
Assistant Director	Assistant Director	Assistant Director	Chief Planning Officer
Head of Regeneration and Business Development	Head of Tourism, Product Development and Visitor Experience	Head of Building Control & Licensing	Principal Planner (2)
Regeneration Business Support and Development Officers (3)	Head of Culture, Arts, Heritage and Events	Senior Building Control Surveyor (3)	Senior Planner (5)
Finance and Monitoring Officer	Tourism Facilities Development Manager	Senior Licensing Officer	Planning Officer (15)
Project Officer (Rural Development) (2)	Events Supervisor	Licensing Officer (4)	Planning Assistant (13)
Project Coordinator	Events Officer (2)	Building Control Surveyor (12)	
	Digital Marketing Officer	Business Support Licensing Officer (2)	
	Product Development & Trade Engagement Officer	Car Park Manager	
	Assistant Curator (2)		
	Arts Manager		
	Arts Officer (2)		
	Heritage Services Manager		
	Visitor Services Manager		
	Heritage Officer		
	Assistant Tourism Development Officer		

<b>SUSTAINABILITY AND ENVIRONMENT</b>	
Director	
Waste Management	Facilities and Maintenance
Assistant Director	Assistant Director
Head of Refuse and Cleansing	Head of Facilities Management
Head of Waste Processing, Enforcement and Business Support	Head of Maintenance
Garage Manager (West)	Grounds Maintenance Manager
Garage Manager (East)	Building Maintenance Manager
Waste Facilities and Enforcements Manager	Building Maintenance Supervisor (Newry)
Assistance Waste Management and Recycling Officer	Building Maintenance Supervisor (Downpatrick)
Business Support Manager (2)	Facilities Coordinator (West)
Enforcement Officer (4)	Facilities Coordinator (East)
Performance and Operations Manager	Grounds Maintenance Supervisor (Newry/South Down)
Head of Fleet Management	Grounds Maintenance Supervisor (Downpatrick/Castlewellan)
District (Dog) Warden (4)	Grounds Maintenance Supervisor (Newry/South Armagh)



<b>CORPORATE SERVICES</b>					
Director					
Administration	HR & Safeguarding	Corporate Planning & Policy	IT	Finance	Capital & Estates
Assistant Director	Assistant Director	Assistant Director	Manager	Assistant Director	Assistant Director
Head of Administration and Customer Services	HR Business Support Manager	Head of Communications and Marketing		Finance Manager	Head of Capital Projects
Head of Legal Administration	HR Operations Manager	Head of Corporate Policy		Finance Supervisor	Head of Estates and Property Assets
Head of Compliance	Learning & Development Manager	Senior Communications and Marketing Officer		Management Accountant (2)	Capital Projects Manager (4)
Land Management Officer	HR & OD Manager	Corporate Policy & Equality Officer		Payroll Manager	
Records Manager	HR Administrative Assistant (8)	Communications and Marketing Officers (2)		Accounting Technician (2)	
Legal Advisor	HR Business Partner (8)	Irish Language Unit Manager		Payroll Supervisor	
Information Officer (2)				Procurement Manager	
				Finance Assistant (4)	
				Payroll Officer (7)	
				Procurement Officer (3)	

<b>CHIEF EXECUTIVE'S DEPARTMENT</b>
Chief Executive
Head of Evidence and Research
Democratic Services Manager

<b>Report to:</b>	Strategy Policy and Resources Committee
<b>Date of Meeting:</b>	15 June 2023
<b>Subject:</b>	Performance Improvement Plan 2023-24
<b>Reporting Officer (Including Job Title):</b>	Gerard Byrne – Assistant Director of Finance and Performance
<b>Contact Officer (Including Job Title):</b>	Catherine Hughes – Head of Performance and Improvement (Acting)

Confirm how this Report should be treated by placing an x in either:-

For decision	X	For noting only	
<b>1.0</b>			<b>Purpose and Background</b>
1.1			The purpose of this report is to recommend the final version of the Performance Improvement Plan 2023-24. This plan is supported by the Consultation and Engagement Report 2023-24 and Delivery Plans which have been developed for each Performance Improvement Objective 2023-24.
1.2			Part 12 of the Local Government (NI) Act 2014 sets out a General Duty of Improvement for local government, whereby all District Councils are required to put in place arrangements to secure continuous improvement in the exercise of their functions. Each financial year, Councils are required to set performance improvement objectives for the services they provide. The guidance states that performance improvement is more than quantifiable gains in service output or efficiency, or in the internal effectiveness of an organisation. Improvement should focus on activity that enhances the sustainable quality of life and environment for communities.
1.3			The Performance Improvement Plan is a key strategic document which drives all improvement activity across the organisation. It features within the Business Planning and Performance Management Framework and is directly aligned to the Community Plan, Corporate Plan and Directorate Business Plans.
<b>2.0</b>			<b>Key issues</b>
2.1			In accordance with statutory requirements, the Council is required to publish the Performance Improvement Plan by 30 June 2023. At the beginning of this month however, written confirmation received from the Department for Communities advised that they would move the suggested publication date as set out in paragraph 45 of the guidance to the 30 September 2023.  The Performance Improvement Plan 2023-24 is attached at <b>Appendix 1</b> , and includes the following information: <ul style="list-style-type: none"> <li>• Performance improvement objectives 2023-24</li> <li>• Statutory performance indicators and standards for economic development, planning and waste management</li> <li>• Self imposed performance indicators, as outlined in the Corporate Plan 2021-23</li> </ul>
			<b>Public Consultation and Engagement 2023-24</b>



2.2	<p>The development of the performance improvement objectives 2023-24 is based on a robust and reliable evidence base which includes:</p> <ul style="list-style-type: none"> <li>• 764 responses to the Residents Survey (September 2022)</li> <li>• 581 individuals engaged in the consultation on COVID-19 and the draft Corporate Plan 2021-23 (September 2020)</li> </ul> <p>This was supplemented by an eight week public consultation and engagement process around the proposed performance improvement objectives 2023-24, which took place between 20 March – 15 May 2023 and consisted of the following elements:</p> <ul style="list-style-type: none"> <li>• 123 responses to the survey on the draft performance improvement objectives, published through the Speak NMD platform</li> <li>• Engagement with 27 stakeholders through Newry, Mourne and Down Youth Voice, Newry and Mourne Senior Forum and the Cedar Foundation</li> </ul> <p>Overall, the feedback from the consultation and engagement process revealed widespread support for the proposed performance improvement objectives, as outlined in <b>Appendix 2</b>.</p>
<b>Objective Delivery Plans 2023-24</b>	
2.4	<p>Delivery plans for each performance improvement objective have been developed, as outlined in <b>Appendix 3</b>. They seek to demonstrate how the Council will manage the effective delivery of each objective, in terms of resources, risk management and governance arrangements. These plans are a 'work in progress' and will be reviewed and updated on a continuous basis to support the delivery of each performance improvement objective.</p>
<b>3.0</b>	<b>Recommendations</b>
3.1	<p>To consider and agree</p> <ul style="list-style-type: none"> <li>• The Performance Improvement Plan 2023-24 (including the five performance improvement objectives), Consultation and Engagement Report 2023-24 and Objective Delivery Plans 2023-24.</li> <li>• That the Performance Improvement Plan 2023-24 is published following full Council ratification in July 2023.</li> </ul>
<b>4.0</b>	<b>Resource implications</b>
4.1	There are no financial resource implications within this report.
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <span style="float: right;"><input checked="" type="checkbox"/></span></p>

<p>5.2</p>	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input checked="" type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
<p>5.3</p>	<p><b><i>Proposal initiating consultation</i></b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input checked="" type="checkbox"/></p> <p><i>Rationale:</i> At the Strategy, Policy and Resources Committee meeting in March 2023, it was agreed to implement an eight week consultation and engagement process, in order to meet the statutory deadline of 30 June 2023 for publishing the Performance Improvement Plan.</p>
<p>6.0</p>	<p><b>Due regard to Rural Needs (please tick all that apply)</b></p>
<p>6.1</p>	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input checked="" type="checkbox"/></p>
<p>7.0</p>	<p><b>Appendices</b></p>
<p></p>	<ul style="list-style-type: none"> <li>• <b>Appendix 1</b> – Performance Improvement Plan 2023-24</li> <li>• <b>Appendix 2</b> – Consultation and Engagement Report 2023-24</li> <li>• <b>Appendix 3</b> – Objective Delivery Plans 2023-24</li> </ul>
<p>8.0</p>	<p><b>Background Documents</b></p> <p>Performance Improvement Plans 2019-20, 2020-21, 2021-22 and 2022-23</p>

# Performance Improvement Plan 2023-24



Comhairle Ceantair  
an Iúir, Mhúrn  
agus an Dúin

**Newry, Mourne  
and Down**

District Council



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An Cathaoirleach  
Chairperson  
Councillor Valerie Harte



An  
Príomhfheidhmeannach  
Chief Executive  
Marie Ward

## Foreword

Welcome to Newry, Mourne and Down District Council's Performance Improvement Plan 2023-24. Given all the change and uncertainty that is taking place and having listened to our communities, we are delighted to include two new/amended objectives to this year's plan which we feel will benefit both our people and place. As we continued to focus on recovery and look towards returning to, and improving upon pre-pandemic levels, we can look back and be proud of our achievements.

The Council worked tirelessly to deliver essential services and implement the performance improvement objectives. Our residents and visitors continued to embrace their health and wellbeing with nearly 720,000 paid attendances at our leisure centres and over 225,00 recorded visits at our 10 community trails across the district. We supported 39 community clean ups and issued 110 fixed penalty notices to address environmental crime than in the district.

Through our economic development programmes, we supported 423 local businesses and social enterprises and helped to create 235 local jobs. We improved the processing times of local planning applications, and we hope to achieve further improvements with the

embedding of the new electronic planning system which was launched at the end of last year.

However, whilst much has been achieved, there is still more to do to make Newry, Mourne and Down a great place to live, work, visit and invest in. Through this year's performance improvement objectives, we will continue to focus on what matters most to you - improving the quality of our leisure facilities and services, growing the local economy, improving the cleanliness of our District, improving our sustainability and reducing our impacts in relation to climate change and improving the performance of our Planning Service.

We remain confident that the Council will continue to improve the quality of life for all local communities and build a District we can all be proud of.



## Introduction

Part 12 of the Local Government Act (NI) 2014 sets out a General Duty of Improvement for local government, whereby all district councils must put in place arrangements to secure continuous improvement in the exercise of their functions. The Council is required to set annual improvement objectives for the services it provides and to have in place arrangements to achieve these objectives. The Council recognises 'improvement' to mean activity that enhances the sustainable quality of life and environment for ratepayers and communities.

The performance improvement objectives do not describe every improvement the Council plans to make during 2023-24. Alternatively, they provide an overview of how the Council will address the issues which matter most to local communities. The Performance Improvement Plan outlines the Council's objectives for improvement, how performance will be measured and what positive outcomes stakeholders can expect as a result of improvement activity. It represents the Council's commitment to achieving continuous improvement in the delivery of key services.

## Performance Improvement Objectives 2023-24

- 1. We will support the health and wellbeing of local people by improving our leisure facilities and services**
- 2. We will grow the economy by supporting local businesses and creating new jobs**
- 3. We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents**
- 4. We will improve our sustainability and reduce our impacts in relation to climate change**
- 5. We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme**

These objectives have been developed within the context of the Business Planning and Performance Management Framework. They are:

✓	Linked to the Community Plan, Corporate Plan and Directorate Business Plans
✓	Based on a robust and reliable evidence base, including performance trends
✓	Aligned to the seven strategic aspects of improvement
✓	Legitimate, clear, robust, deliverable and demonstrable



**Our District, Our Organisation, Our Performance**

**District**  
 Population: 241,569  
 Households: 87,775  
 7 District Electoral Areas  
 41 Elected Members  
 1,000+ employees  
 87% of residents are satisfied with the Council

**Community**  
 Life expectancy: Males: 79.3 years / Female: 83.2 years  
 Age Profile: 0-15 years: 21% / 16+ years: 16%  
 74% of residents agree that their local area is a place where people from different backgrounds get on well together  
 94% of residents feel safe during the day, 87% of residents feel safe after dark  
 117 Neighbourhood Watch Schemes  
 18,407 food parcels delivered to vulnerable households  
 £2.3m awarded through the Financial Assistance Scheme since 2017

**Tourism**  
 Between 2018 and 2019:  
 37% increase in visitor numbers to 536,203  
 21% increase in visitor spend to £82.2m  
 Their Area of Outstanding Natural Beauty  
 5 green flag parks and 3 blue flag beaches

**Health and Wellbeing**  
 79% of residents say they are in very good or good health  
 78% of residents are physically active at least once a week for 30mins  
 73.5% of customers are satisfied with the Council's leisure facilities  
 200+ reciprocal visits at community trails  
 1.1m resident visits at Allamby and Slieve Gullion Forest Parks

**Economy**  
 Employment rate: 74.8%  
 8,043 VSE Registered Businesses  
 11.1% of the population aged 16-64 years have no qualifications  
 215 new jobs promoted through business start-ups  
 499 businesses supported and 4,559 training hours delivered through economic development programmes

**Environment**  
 Recycling is important to 66% of residents  
 Top concern problem for residents: Dog mess and fouling  
 Recycling rate: 49.1%  
 825 community clean-ups supported since 2018  
 Second lowest level of waste to landfill across all 10 Councils

**Key Locations:**  
 Newry (Newry ZEP)  
 Newry Leisure Centre  
 NLC  
 Newry  
 Downpatrick  
 Downpatrick Leisure Centre  
 In Farnock's Museum

### Performance Improvement Objective 1

#### We will support the health and wellbeing of local people by improving our leisure facilities and services

**Why this matters**

You told us that:

- One of the top priorities for improving your local area was 'Improving people's health and wellbeing (and reducing health inequalities)
- 17% of our residents are not active for a single day each week.
- The third most important health and wellbeing opportunity you would like to see more of was 'physical activity opportunities such as leisure centres, gyms and sports facilities'
- Between 2018 and 2022 there has been an increase in the number of residents dissatisfied with the leisure centres across the District.

We know that keeping fit and active can help improve a person's health and wellbeing both physically and mentally. Newry, Mourne and Down District Council plays a key role in helping local communities to live long and healthy lives. The Council remains committed to promoting physical, mental and emotional well-being and encouraging residents to make healthy and informed lifestyle choices and as part of this we need to always be striving to improve our leisure facilities and offerings.

**Looking Back: What we did in 2022-23**



720,000 paid attendances across the 6 leisure facilities



Recorded 225,795 recorded visits across a total of 10 community trails.



9,534 memberships across the indoor leisure facilities



Progressed a number of new build and/or upgraded capital projects



9,306 people participating in targeted health programmes

**Looking Forward: What we will do in 2023-24**

- Increase the number of paid attendances at indoor leisure facilities through the Covid-19 recovery plan.
- Continue to progress and implement the review of Leisure Services.
- Deliver a range of targeted health programmes to encourage participation in physical activity.
- Delivered a number of seasonal youth health and wellbeing initiatives to encourage participation in physical activity.
- Progress the leisure projects agreed within the Capital Programme
- Maintain the number of recorded visits to Community Trails.
- Implement a 'Mystery Visitor' Programme for indoor leisure.








How we will measure success	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	2023-24 Target
Number of paid attendances recorded at:						
Newry Leisure Centre	864,190	27,253	183,224	307,153	△	750,000
Down Leisure Centre	377,842	30,199	177,496	246,978	△	
Kilkeel Leisure Centre	40,219	10,367	66,987	69,797	△	
St. Colmans Sports Complex	37,349	2,945	36,717	54,024	△	
Newcastle Centre & Tropicana Outdoor Swimming Complex	284,230	2,778	33,801	25,517	▽	
Ballymote Sports and Wellbeing Centre	38,993	1,754	10,309	15,365	△	
Number of people participating in targeted health programmes	10,793	2,270*	322*	9,309	△	9,400
Number of young people participating in targeted youth health and wellbeing initiatives	New measure			19,365	-	20,000
Number of leisure centre memberships	New Measure			9,534	-	9,750
Number of capital leisure projects progressed	New Measure				-	Not set
Number of recorded visits at community trails	57,849	96,563	211,718	225,795	△	225,000
<b>What you will see by March 2024</b>	<ul style="list-style-type: none"> <li>• Increase in the number of paid attendances at our six leisure centres to 750,000 by end of 2023-24</li> <li>• Increase in the number of people participating in targeted health programmes to 9,400</li> <li>• Increase in the number of young people participating in targeted health and wellbeing initiatives to 20,000.</li> <li>• Increase in the number of memberships being taken out to 9,750.</li> <li>• 225,000 recorded visits to community trails.</li> <li>• A number of new build and/or upgraded capital leisure projects progressed</li> <li>• 'Mystery Visitor' Programme implemented and baseline established</li> </ul>					
<b>Alignment</b>						
Corporate Plan 2021-23	<ul style="list-style-type: none"> <li>• Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities</li> <li>• Enable and support people to engage in inclusive and diverse activities in their communities</li> </ul>					
Community Plan	<ul style="list-style-type: none"> <li>• All people in Newry, Mourne and Down enjoy good health and wellbeing</li> </ul>					
Programme for Government	<ul style="list-style-type: none"> <li>• We all enjoy long, healthy, active lives</li> <li>• People want to live, work and visit here</li> </ul>					
7 aspects of improvement	Strategic effectiveness	Service quality	Service Availability	Fairness		
<b>Responsible Officer</b>	<b>Director: Active and Healthy Communities</b>					

\* The 'Be Active for Life' programme, which forms part of this measure, was only getting established when Covid-19 occurred and therefore participation rates were restricted.



## Performance Improvement Objective 2

### We will grow the economy by supporting local businesses and creating new jobs
















<p><b>Why this matters</b></p>	<p>You told us that:</p> <ul style="list-style-type: none"> <li>• ‘Improving skills, employability and job prospects’ was your top priority for improving the local area in the 2022 residents survey</li> <li>• ‘Supporting local businesses, attracting investment and jobs’ is in your top three priorities for improvement</li> <li>• Investment to grow the economy, create jobs and attract tourists is the most important form of investment</li> <li>• 95% of respondents to our 2022-23 survey agreed with this objective</li> </ul> <p>As we continue to emerge and recover from the impacts of the Covid-19 pandemic, Newry, Mourne and Down has recorded increases in the number of VAT/PAYE registered businesses, employee jobs and the birth rate of new businesses in the past year. When compared to 2020, the claimant count for unemployment benefit has also reduced but remains above pre-pandemic levels.</p> <p>Continuing to support the economic recovery of Newry, Mourne and Down remains a key priority for the Council. During 2022-23, the Council awarded approximately £1m to assist local businesses in navigating the impact of the pandemic. Whilst much has been achieved, there is still more to do to rebuild and revitalise the local economy.</p> <p>For 2023-24 all NI Councils will be supporting businesses and job creation through an Entrepreneurship Support Service. This is to ensure better collaboration across Businesses, Councils and Government Departments. It will also ensure more consistency at a regional level. A funding application has been submitted to the Shared Prosperity Fund with a launch expected in September 2023. Through this Service, the Council will continue to deliver a range of business start-up and growth programmes to help new and established businesses to innovate, grow and expand.</p>	
<p><b>Looking Back:</b> What we did in 2022-23</p>		<p>187 new business starts created and 187 new jobs promoted through business start activity</p>
	 	<p>12 new social enterprise start-ups supported and 12 new social enterprise jobs created</p>
		<p>347 businesses supported and 467.5 mentoring days delivered through ‘NMD Growth’, ‘Digital Growth’, ‘Tender for Growth’ and ‘Sales Accelerator’ programmes.</p>
		<p>‘Make it Local’ campaign delivered to stimulate footfall and the re-opening of businesses across the District</p>
<p><b>Looking Forward:</b> What we will do in 2023-24</p>	<ul style="list-style-type: none"> <li>• Roll-out the NMD ‘Make it Local’ campaign to support the revitalisation of our local economy</li> <li>• Invest in the social economy through the Social Enterprise programme</li> </ul>	

	<ul style="list-style-type: none"> <li>Support the growth of existing businesses and creation of new jobs through the Entrepreneurship Support Programme</li> <li>Support the establishment of new businesses through the Entrepreneurship Support Programme</li> <li>Continue to create opportunities for employability and skills through implementation of the LMP Action Plan.</li> </ul>					
<b>How we will measure success</b>	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	2023-24 Target
Number of social enterprise start-ups supported	10	12	12	12	▶	12
Number of social enterprise jobs created	12	14	13	12-	▶	12
Number of business plans created for start-up businesses and employer enterprises	298	266	358	311	▽	300
Number of jobs promoted via business start-up activity	194	199.5	215	187	▽	155
Number of new businesses & employer enterprises supported to start up	203	181	215	187	▽	190
Number of existing businesses supported to progress growth and scaling ambitions	198	327	373	347	▽	200
<b>What you will see by March 2024</b>	<ul style="list-style-type: none"> <li>300 business plans created for Start-Up businesses and employer enterprises</li> <li>190 new Business / employer enterprises supported to start-up</li> <li>Support provided to 200 existing businesses to progress growth and scaling ambitions</li> <li>155 new jobs promoted via business start-up activity.</li> <li>12 social enterprise start-ups supported and 12 social enterprise jobs created</li> <li>More support for new and established local businesses and more employment opportunities across the District</li> <li>The economic recovery of Newry, Mourne and Down is underway, as the District becomes more economically active and prosperous</li> </ul>					
<b>Alignment</b>						
Corporate Plan 2021-23	<ul style="list-style-type: none"> <li>Invest in and support new and growing businesses, job creation and employment skills</li> </ul>					
Community Plan	<ul style="list-style-type: none"> <li>All people from Newry, Mourne and Down benefit from prosperous communities</li> </ul>					
Programme for Government	<ul style="list-style-type: none"> <li>Everyone can reach their potential</li> <li>Our economy is globally competitive, regionally balanced and carbon neutral</li> <li>People want to live, work and visit here</li> </ul>					
7 aspects of improvement	Strategic effectiveness	Service quality	Service availability	Innovation		
<b>Responsible Officer</b>	<b>Director: Enterprise, Regeneration and Tourism</b>					

\*Updated 'Go for It' programme target for the number of jobs promoted in Newry Mourne and Down: 173. An amendment to the standard set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 is awaiting legislative passage and approval.



### Performance Improvement Objective 3

<b>We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents</b>											
<b>Why this matters</b>	<p>You told us that:</p> <ul style="list-style-type: none"> <li>• Dog mess and dog fouling and rubbish or litter lying around are your top two perceived problems in your local area</li> <li>• 6% of the residents surveyed were dissatisfied with the cleansing service provided by the Council, which was the third highest level of dissatisfaction recorded across Council services</li> <li>• 91% of residents said recycling is important to them, an increase of 5% on the 2018 residents survey figure.</li> <li>• 89% of respondents to our 2022-23 survey agreed with this objective</li> </ul> <p>Since 2019-20, the LEAMS* score for the District has remained at 64, which falls below the current regional average of 66. Issues around street cleanliness continue to escalate largely as a result of the increased number of illicit dumping, littering and dog fouling incidents reported to the Council and the prioritisation of the refuse collection service throughout the COVID-19 pandemic.</p> <p>In order to improve the overall cleanliness of the District, the Council is currently reviewing cleansing operations to design a more effective model of service provision. The Council also remains committed to collaborating with partner organisations and local communities to promote responsible dog ownership, address issues around littering and illicit dumping and generate local pride in having a cleaner, greener District for everyone to enjoy.</p>										
<b>Looking Back:</b> What we did in 2022-23	<table border="1"> <tr> <td></td> <td>Issued 110 fixed penalty notices, 91 of which were paid</td> </tr> <tr> <td></td> <td>Supported 39 community clean-ups</td> </tr> <tr> <td></td> <td>10 environmental projects funded through the NI 'Live Here Love Here' Scheme</td> </tr> <tr> <td></td> <td>Anti-littering and responsible dog ownership campaigns rolled out</td> </tr> <tr> <td></td> <td>Increase in the rate of recycling, to 50.3%</td> </tr> </table>		Issued 110 fixed penalty notices, 91 of which were paid		Supported 39 community clean-ups		10 environmental projects funded through the NI 'Live Here Love Here' Scheme		Anti-littering and responsible dog ownership campaigns rolled out		Increase in the rate of recycling, to 50.3%
	Issued 110 fixed penalty notices, 91 of which were paid										
	Supported 39 community clean-ups										
	10 environmental projects funded through the NI 'Live Here Love Here' Scheme										
	Anti-littering and responsible dog ownership campaigns rolled out										
	Increase in the rate of recycling, to 50.3%										
<b>Looking Forward:</b> What we will do in 2023-24	<p>Address issues around littering, illicit dumping and dog fouling by:</p> <ul style="list-style-type: none"> <li>• Continuing to implement the Enforcement Action Plan</li> <li>• Promoting responsible dog ownership through publicity and social media campaigns</li> <li>• Working with Louth County Council to raise awareness of the impact of littering and illicit dumping along the border area</li> <li>• Encouraging residents to bring properly sorted surplus recyclable waste to our Household Recycling Centres</li> <li>• Supporting local community clean ups</li> <li>• Implementation of a Paint Re-Use Scheme at 7 Household Recycling Centres throughout the district.</li> </ul> <p>Work in partnership with Keep Northern Ireland Beautiful to:</p> <ul style="list-style-type: none"> <li>• Commission surveys to monitor street cleanliness and identify emerging issues and hotspots</li> <li>• Promote the 'Live Here Love Here' campaigns</li> </ul>										












	<ul style="list-style-type: none"> <li>• Encourage community groups to 'Adopt a Spot'</li> <li>• Highlight the impact of littering on the marine environment</li> </ul>					
How we will measure success	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	2023-24 Target
LEAMS score (Keep NI Beautiful Cleanliness Index)	64	64	64	-		65
Number of fixed penalty notices issued	83	52	114	110	 	120
Number of fixed penalty notices paid	72	26	101	91	 	96
Number of community clean ups supported	94	33	94	39	 	100
Number of 'Live Here Love Here' environmental projects	34	24	18	10		No target
The percentage of household waste collected by District Councils that is sent for recycling	53.7%	51.9%	49.1%	50.3% (Q1-Q3)	 	50%by 2020 65% by 2030
The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled	2,131t	2,538t	2,685t	1,782 (Q1-Q3)	 	<20,954 tonnes (2019-20)
The amount of Local Authority Collected Municipal Waste arisings	84,610t	86,900t	87,336t	63,512t (Q1-Q3)		No target
<b>What you will see by March 2024</b>	<ul style="list-style-type: none"> <li>• Increase in the number of fixed penalty notices issued and paid</li> <li>• Responsible dog ownership and reduced levels of dog fouling, littering and illicit dumping</li> <li>• Improved opportunities to report littering, dog fouling and illicit dumping</li> <li>• Reduction in the disposal of paint from our Household Recycling Centre sites.</li> <li>• Opportunities to engage in community clean ups and participate in the 'Live Here Love Here' campaign and 'Adopt a Spot' scheme</li> <li>• Landfill and recycling targets are achieved</li> <li>• A cleaner, greener District, with improved civic and community pride</li> </ul>					
<b>Alignment</b>						
Corporate Plan 2021-23	<ul style="list-style-type: none"> <li>• Enhance, protect and promote our environment</li> </ul>					
Community Plan	<ul style="list-style-type: none"> <li>• All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment</li> </ul>					
Programme for Government	<ul style="list-style-type: none"> <li>• We live and work sustainably - protecting the environment</li> </ul>					
7 aspects of improvement	Strategic effectiveness	Service availability	Innovation	Sustainability		
<b>Responsible Officer</b>	<b>Director: Sustainability and Environment / Director: Active and Healthy Communities</b>					

\*Local Environmental Auditing Management System is carried out by Keep Northern Ireland Beautiful.

\*\*The Q1-Q3 2022-23 data for the statutory waste management performance indicators remains provisional and will be finalised when the year-end data is validated and published by DAERA.

\*\*\*The 2019-20 NI Landfill Allowance Scheme (NILAS) target has been included as the Council awaits more up to date targets from DAERA.

### Performance Improvement Objective 4

<b>We will improve our sustainability and reduce our impacts in relation to climate change.</b>							
<b>Why this matters</b>	<p>You told us that:</p> <ul style="list-style-type: none"> <li>Managing waste, reducing climate change, investing in renewable energy etc. was important to you.</li> <li>Green technology skills were the second most important training support needed to improve the growth of resident employability.</li> <li>91% of residents said recycling is important to them, an increase of 5% on the 2018 residents survey figure.</li> </ul> <p>Our climate is changing, and we need to prepare. Greenhouse gas emissions cause the Earth’s atmosphere to hold more radiation from the sun which increases the overall temperature of the planet. This change in temperature is altering our climate and causing one of the greatest threats of our time. In October 2019 Newry, Mourne and Down District Council declared a ‘Climate Emergency’ and directed management to effect dramatic short – term changes in every area under its control. The Council also forms part of the Local Government Climate Action Network which is helping to deliver the NI Climate Change Adaptation Programme. This network will enable us to collaborate with other Councils and relevant statutory partners to develop a strategic approach for climate action.</p> <p>Just before the beginning of the COVID-19 pandemic the Council hosted a Climate Change Symposium ‘Our Climate – Our Challenge’ in March 2020. This event brought together a range of internationally renowned expert speakers as well as Councils and Community Organisations from across the UK and Ireland who have demonstrated best practice in dealing with climate change. The projects at this event are now being considered for the Council’s own Local Climate Adaption Plan.</p> <p>NMDDC is acutely aware of how intrinsic sustainability and care of our district is to its future. In order to protect our environment, environmental sustainability has become a key objective in the development of our capital projects, providing economic growth for the region in an inclusive and sustainable way. Newry, Mourne and Down District Council aims to embed the ethos of sustainability throughout its operations and to provide leadership for the community.</p>						
<b>Looking Back:</b> What we did	<table border="1"> <tr> <td style="text-align: center;"></td> <td>Declared a ‘Climate Emergency’ in October 2019</td> </tr> <tr> <td style="text-align: center;"></td> <td>Hosted a Climate Change Symposium ‘Our Climate – Our Challenge’ in March 2020</td> </tr> <tr> <td style="text-align: center;"></td> <td>Produced and launched a 10 year active travel Masterplan for the District in 2021</td> </tr> </table>		Declared a ‘Climate Emergency’ in October 2019		Hosted a Climate Change Symposium ‘Our Climate – Our Challenge’ in March 2020		Produced and launched a 10 year active travel Masterplan for the District in 2021
	Declared a ‘Climate Emergency’ in October 2019						
	Hosted a Climate Change Symposium ‘Our Climate – Our Challenge’ in March 2020						
	Produced and launched a 10 year active travel Masterplan for the District in 2021						
<b>Looking Forward:</b> What we will do in 2023-24	<p>Address issues around climate change and sustainability by:</p> <ul style="list-style-type: none"> <li>Developing a climate change and sustainable development strategy</li> </ul>						















	<ul style="list-style-type: none"> <li>• Completing the development of the Climate Change Adaptation Plan</li> <li>• Developing a new biodiversity strategy 2023-28</li> <li>• Implementing the Council’s Tree Strategy</li> <li>• Installing new public drinking water fountains</li> <li>• Supporting the implementation of new Electric Vehicle (EV) charging points</li> <li>• Undertaking a baseline assessment of the Council’s carbon footprint</li> <li>• Implementing the Council’s fleet replacement programme</li> </ul>																																										
<b>How we will measure success</b>	<table border="1"> <thead> <tr> <th>2019-20 Actual</th> <th>2020-21 Actual</th> <th>2021-22 Actual</th> <th>2022-23 Actual</th> <th>Status Trend</th> <th>2023-24 Target</th> </tr> </thead> <tbody> <tr> <td colspan="6" style="text-align: center;"><b>To be established</b></td> </tr> <tr> <td>Carbon footprint of Council estate</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Percentage of Council fleet younger than 8 years</td> <td></td> <td></td> <td>New measure</td> <td></td> <td>50%</td> </tr> <tr> <td>Number of vehicles within the Council fleet that have an alternative fuel source</td> <td></td> <td></td> <td>New measure</td> <td></td> <td>10</td> </tr> <tr> <td>Number of trees planted on Council managed estate</td> <td></td> <td></td> <td>New measure</td> <td></td> <td>Not set</td> </tr> <tr> <td>Number of Council supported EV charging points</td> <td></td> <td></td> <td>New measure</td> <td></td> <td>20</td> </tr> </tbody> </table>	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	2023-24 Target	<b>To be established</b>						Carbon footprint of Council estate						Percentage of Council fleet younger than 8 years			New measure		50%	Number of vehicles within the Council fleet that have an alternative fuel source			New measure		10	Number of trees planted on Council managed estate			New measure		Not set	Number of Council supported EV charging points			New measure		20
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<b>What you will see by March 2024</b>	<ul style="list-style-type: none"> <li>• Development of a climate change and sustainable development strategy</li> <li>• Development of a climate change adaptation plan</li> <li>• Development of the new Newry, Mourne and Down Biodiversity Strategy (2023-2028)</li> <li>• New trees planted</li> <li>• Carbon footprint of Council estate established</li> <li>• 20 new Council supported EV charging points installed</li> <li>• Increase in the percentage of younger, less polluting vehicles within the Council fleet</li> <li>• 10 new electric vehicles ordered for use within the Council fleet.</li> <li>• 5 new public drinking water fountains erected.</li> </ul>																																										
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<b>Responsible Officer</b>	<b>Director: Active and Healthy Communities / Director: Sustainability and Environment</b>																																										



### Performance Improvement Objective 5

#### We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme

<p><b>Why this matters</b></p>	<p>Delivering a more efficient and effective Planning Service for customers is a key priority for improvement, for the Council. Planning plays a significant role in promoting sustainable development, regeneration, economic prosperity, investment and job creation for present and future generations of our District. 95% of respondents to our 2022-23 survey also agreed with this objective.</p> <p>The implementation of the Planning Service Improvement Programme is well underway with a new planning portal launched in December 2022 allowing customers to submit applications online and track live planning applications. This new system has been accompanied by the expected teething problems however it is operating, and the normal work of the planning department is ongoing.</p> <p>In January 2022, the Council carried out a Customer Satisfaction survey with key stakeholders to understand current perceptions of the service. Feedback from the survey highlights areas where users of the planning service are dissatisfied including with time taken to process applications; availability of officers to discuss applications; and clarity of information and guidance received. Satisfaction was registered however, with reception service; helpfulness of officers; information and guidance received; and expertise and knowledge of planning officers. It is hoped that the implementation of this new system which makes it easier for users to engage with the planning process will assist in improving some of these areas of dissatisfaction.</p> <p>The 2022-23 processing times for planning applications is based on the first two quarters of the year as Q3 data was withdrawn to allow more time to fully develop the data extracts from the new planning portal. The Council has not yet achieved the statutory standards, but we remain committed to delivering further improvements and providing a high-quality service to all customers.</p>	
<p><b>Looking Back:</b> What we did between April-December 2022</p>		<p>Processed 51.7% of planning enforcement cases within 39 weeks, which is below the regional average of 73.4%</p>
		<p>Average processing time of 18.2 weeks for local planning applications, which is above the regional average of 15 weeks</p>
		<p>Average processing time of 67.4 weeks for major planning applications, which is below the regional average of 50.0 weeks</p>
		<p>Received 763 local planning applications, which is the highest across Northern Ireland</p>
<p><b>Looking Forward:</b> What we will do in 2023-24</p>	<ul style="list-style-type: none"> <li>• Reduce the number of live planning applications and enforcement cases which have been in the system for over 12 months</li> <li>• Work with agents and architects to improve the standard of planning applications submitted</li> <li>• Support employees to deliver service improvements through ongoing training, capacity building and 'planning surgeries'</li> </ul>	

<ul style="list-style-type: none"> <li>Effectively implement the new electronic planning system</li> </ul>						
How we will measure success	2019-20 Actual	2020-21 Actual	2021-22 Actual	Q1/Q2* 2022-23	Status Trend	2023-24 Target
Average processing time for local planning applications (weeks)	20.6	19	18.3	18.2	 	<15 weeks
Average processing time of major planning applications (weeks)	94	64.6	49.8	67.4	 	<30 weeks
Percentage of planning enforcement cases progressed within 39 weeks	36.2%	40.9%	46.9%	51.7%	 	70%
Number of planning applications in the system for 12 months or more**	183	187	187	228		150
Number of planning applications in the system for 12 months or less**	685	788	825	793		700
Number of enforcement cases in the system 12 months or more**	620	551	486	483		450
<b>What you will see by March 2024</b>	<ul style="list-style-type: none"> <li>A more efficient and effective planning service</li> <li>Improved processing times for local and major planning applications</li> <li>Improved processing times for planning enforcement cases</li> <li>Reduction in the number of live planning applications and enforcement cases in the system</li> <li>An empowered and motivated workforce</li> <li>Increased confidence in the Planning system</li> <li>Sustainable development and regeneration of the District</li> </ul>					
<b>Alignment</b>						
Corporate Plan 2021-23	<ul style="list-style-type: none"> <li>Provide accessible, high quality and integrated services through continuous improvement</li> </ul>					
Community Plan	<ul style="list-style-type: none"> <li>All people in Newry, Mourne and Down benefit from prosperous communities</li> </ul>					
Programme for Government	<ul style="list-style-type: none"> <li>People want to live, work and visit here</li> </ul>					
7 aspects of improvement	Strategic effectiveness	Service availability	Service quality	Efficiency		
<b>Responsible Officer</b>	<b>Director: Enterprise, Regeneration and Tourism</b>					

\*The statistics due to be published for Q3 in March were withdrawn to allow more time to fully develop the data extracts from the new planning portal. Annual planning figures will be validated by the Department for Infrastructure and published through the Annual Report 2022-23.

\*\*The 2023-24 targets have been carried forward from 2022-23.



## Strategic Alignment

<b>Performance Improvement Objective</b>	<b>Corporate Objective(s)</b>	<b>Community Planning Outcome(s)</b>	<b>Duty of Improvement</b>
We will support the health and wellbeing of local people by improving our leisure facilities and services	Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities  Enable and support people to engage in inclusive and diverse activities in their communities	All people in Newry, Mourne and Down enjoy good health and wellbeing	Strategic effectiveness Service quality Service availability Fairness
We will grow the economy by supporting local businesses and creating new jobs	Invest in and support new and growing businesses, job creation and employment skills	All people from Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service quality Service availability Innovation
We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents	Enhance, protect and promote our environment	All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment	Strategic effectiveness Service availability Innovation Sustainability
We will improve our sustainability and reduce our impacts in relation to climate change	Enhance, protect and promote our environment	All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment	Strategic Effectiveness Efficiency Innovation Sustainability
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme	Provide accessible, high quality and integrated services through continuous improvement	All people in Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service availability Service quality Efficiency



## Statutory Performance Indicators and Standards

Section 89 of the Local Government Act (NI) 2014 requires the Council to publish the results of the performance indicators and standards that are set by central government around economic development, planning and waste management.

The seven statutory performance indicators and standards, as outlined in the Local Government Performance Indicators and Standards Order (2015), are set out below:

Ref	Statutory Performance Indicator	Annual Standard
<b>Economic Development</b>		
ED1	The number of jobs promoted through business start-up activity	>155 173* (updated target)
<b>Planning</b>		
P1	The average processing time of major planning applications	<30 weeks
P2	The average processing time of local planning applications	<15 weeks
P3	The percentage of enforcement cases processed within 39 weeks	70%
<b>Waste Management</b>		
W1	The percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse)	50% by 2020
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled	<20,954 tonnes (2019-20 target)
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings	85,500 tonnes

\*Updated 'Go for It' programme target for the number of jobs promoted in Newry Mourne and Down: 173. An amendment to the standard set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 is awaiting legislative passage and approval.

The Council has put in place the following arrangements to monitor progress against the standards set for the statutory performance and indicators:

- Inclusion within the Performance Improvement Plan, with progress being monitored on a bi-annual basis by the Strategy, Policy and Resources Committee and Audit Committee.
- Inclusion within Directorate Business Plans, with progress being monitored on a bi-annual basis by the relevant Council Committee.
- Data submissions to Government Departments, with reports being issued to monitor the performance of each Council, outlining regional trends and comparisons.

## Self Imposed Performance Indicators

The Council has identified the following self imposed performance indicators to measure progress in delivering the Corporate Plan 2021-23.

Corporate Objective	Measure of Success
Invest in and support new and growing businesses, job creation and employment skills	Number of jobs created and businesses supported through Council programmes
	Number of jobs promoted through business start-up activity
	Amount of investment secured by Council
Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities	Number of people participating in targeted health programmes
	Attendance at free play sessions
	Number of attendances at Council indoor leisure facilities
Enhance, protect and promote our environment	Level of street cleanliness across the District (Keep Northern Ireland Beautiful Street Cleanliness Index)
	65% of municipal waste recycled by 2030
	Level of compliance with Sustainable Development Duty
Support sustainable forms of tourism which value our environment and cultural heritage	Increased visitor spend
	Increased overnights stays
	Increased visitor satisfaction
Enable and support people to engage in inclusive and diverse activities in their communities	Percentage of residents who agree that their local area is a place where people from different backgrounds get on well together
	Percentage of residents who agree that the Council consults with and listens to the views of local people
	Percentage of residents who feel they can have a say on how services are delivered in their local area
	Number and percentage of financial assistance projects funded and successfully delivered
Promote the revitalisation of our city, towns, villages and rural communities	Progress against key Belfast City Region Deal projects
	Number of public realm schemes delivered
	Increased business growth and employment
Provide accessible, high quality and integrated services through continuous improvement	Increased citizen satisfaction
	Compliance with the Duty of Improvement



<p>Advocate with others for the benefit of all people of the District</p>	<p>Compliance with the Duty of Community Planning / monitor delivery of outcomes with partners</p> <p>Percentage of residents who are satisfied with their local area as a place to live</p>
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The Council has put in place the following arrangements to monitor progress against the self imposed performance indicators:

- Inclusion within the Performance Improvement Plan, with progress being monitored by the Strategy, Policy and Resources Committee and Audit Committee through the annual Assessment of Performance.
- Some performance indicators are included within Directorate Business Plans, with progress being monitored on a bi-annual basis by the relevant Council Committee.

These performance indicators are aligned to community planning outcomes. This will ensure the Council continues to address the needs and aspirations of local communities and deliver sustainable outcomes for all, now and in the future.



## Identifying the Performance Improvement Objectives 2023-24

Three of the performance improvement objectives 2023-24 have been carried forward from 2022-23, as they remain relevant and meaningful. One of the objectives has been amended to reflect improvements achieved and where improvements are now required while another has seen significant progress and is deemed to have been delivered and has therefore been replaced. They have been developed, reviewed and updated in close liaison with Elected Members, Senior Management Team, Corporate Management Team and employees across the organisation. Each objective is underpinned by a suite of 'supporting actions', 'measures of success' and outcomes for stakeholders. They are clearly aligned to the Community Plan and Corporate Plan 2021-23, as well as other regional and local plans, particularly the Council's Business Plans which have been developed by each Directorate. These plans influence and guide the overall direction of travel for the organisation.

- Draft Programme for Government
- Community Plan for Newry, Mourne and Down 2017-2030, Priority Actions Areas and District Electoral Area (DEA) Action Plans
- Newry, Mourne and Down District Council Corporate Plan 2021-23
- Thematic plans and strategies, including the IT Strategy and Regeneration and Economic Development Strategy
- Annual Directorate Business Plans 2023-24

The Council has also taken into consideration performance information from the following sources to support the development of the performance improvement objectives:

- The Northern Ireland Audit Office Audit and Assessment Reports and 'proposals for improvement', which are currently being progressed
- The Assessment of Performance 2021-22, including progress against performance improvement objectives, measures of success within the Corporate Plan 2021-23 and statutory performance indicators and standards for economic development, planning and waste management.

The reasons for objectives being carried forward, changing focus or being a new addition are detailed in the table below:

PIO's -2022-23	PIO's 2023-24	Progress / Rationale	Status Proposed
<p><b>PIO 1:</b> We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces</p>	<p><b>PIO 1:</b> We will improve the health and wellbeing of local people by improving our leisure facilities and services</p>	<ul style="list-style-type: none"> <li>The number of recorded visits to the Council's forest parks, municipal park and community trails has been increasing year on year, with visitor numbers to the forest parks also reported through DAERA.</li> <li>In the 2022 Residents Survey the number of residents advising that they have visited Council's parks and open spaces within the last 12 months increased by 11% to 41% compared to the previous residents survey carried out in 2018.</li> <li>32% of residents said they had used the leisure centres in the past 12 months which was a decrease of 9% compared to the 2018 result,</li> <li>We have achieved the highest number of green and blue flags available for the District,</li> <li>The Council's play strategy is now complete.</li> <li>Physical activity opportunities such as leisure centres, gyms and sports facilities were ranked of higher importance by the public than access to outdoor spaces such as parks, forests, beaches and community trails for the health and wellbeing opportunities residents want to see more of.</li> <li>An increase in residents' dissatisfaction with leisure centres between 2018 and 2022.</li> </ul>	<p><b>Amend</b> The PIO 1 2022-23 to be amended for 2023-24 to reflect the performance improvement needs of the Council.</p>



<p><b>PIO 2:</b> We will grow the economy by supporting local businesses and creating new jobs</p>	<p><b>PIO 2:</b> We will grow the economy by supporting local businesses and creating new jobs</p>	<p>During 2022-23 progress was made against a number of key actions under this objective including:</p> <ul style="list-style-type: none"> <li>• Exceeding the targets set for the NI 'Go For It' Programme.</li> <li>• Supporting local businesses and creating new jobs through the Council's economic development programmes.</li> <li>• Exceeding all targets set through the Social Economy programme.</li> </ul> <p>However, there is still improvements to be made and the 2022 residents survey ranked 'improving skills, employability, and job prospects' and 'supporting local businesses, attracting investment and jobs' as the 1<sup>st</sup> and 3<sup>rd</sup> highest priorities for improving the local area.</p>	<p><b>Retain</b> This performance improvement objective to be carried forward to 2023-24.</p>
<p><b>PIO 3:</b> We will improve the cleanliness of our district by addressing littering, fly-tipping and dog fouling incidents</p>	<p><b>PIO 3:</b> We will improve the cleanliness of our district by addressing littering, fly-tipping and dog fouling incidents</p>	<p>During 2022-23 progress was made against a number of key actions under this objective including:</p> <ul style="list-style-type: none"> <li>• Promoting responsible dog ownership through publicity campaigns and dog licences</li> <li>• Working with neighbouring County Council's on the border to raise awareness of the impact of fly-tipping along the border area.</li> <li>• Supporting community clean ups.</li> </ul> <p>However, improvement is still needed. While our recycling rate is above the 2020 target of 50%, we are still a long way off the 65% target set for 2030. Also, the amount of municipal waste sent to landfill has been increasing.</p>	<p><b>Retain</b> This performance improvement objective to be carried forward to 2023-24</p>



<p>The 2022 residents survey ranked 'dog mess and fouling' and rubbish or littering lying around' as the top two perceived problems in their local areas by residents.</p>	<p><b>PIO 4:</b> We will build the capacity of local communities through the Financial Assistance Scheme</p>	<p>The financial assistance scheme has awarded over £8M since 2015 to local communities for numerous projects and events with a 70% success rate of awarded funding. It is unlikely that this success rate will rise in any significant way as demand will almost always outweigh supply for funding. A survey carried out by the unit that runs the Financial Assistance Scheme revealed that 98% of applicants were happy with the support they received from the Programmes Unit. Targets have been exceeded for the number of participants taking part in capacity building sessions and the number of beneficiaries from the projects/events funded by the scheme. In both the 2021 -22 and 2022-23 consultation on the performance improvement objectives, climate change and sustainability has been consistently raised by respondents as a priority area for the Council. Managing waste, reducing climate change, investing in renewable energy etc was important to you. Green technology skills were the second most important training support needed to improve the growth of resident employability. 91% of residents said recycling is important to them, an increase of 5% on the 2018 residents survey figure.</p>	<p><b>Remove</b> This performance improvement objective has been achieved</p>
<p><b>PIO 4:</b> We will improve our sustainability by reducing our impacts in relation to climate change</p>	<p><b>PIO 4:</b> We will improve our sustainability by reducing our impacts in relation to climate change</p>	<p><b>New</b></p>	
<p><b>PIO 5:</b></p>	<p><b>PIO 5:</b> During 2022-23 progress continued to be made against a number of key actions including:</p>	<p><b>Retain</b></p>	

<p>We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme.</p>	<p>We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme.</p>	<ul style="list-style-type: none"> <li>• Working with agents and architects to improve the standard of planning applications submitted.</li> <li>• Implementation of the new electronic planning system.</li> </ul> <p>However, much improvement is still required as the statutory standards for the average processing times of major and local planning applications and enforcement cases is still not being met and has increased in some instances.</p>	<p>This performance improvement objective to be carried forward to 2023-24</p>
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## Community Plan for Newry, Mourne and Down

The Community Plan has been developed and agreed by the Community Planning Partnership Board. Entitled 'Living Well Together', the Community Plan provides a framework for collaborative working to deliver positive change for our communities, and sets out the following long term overarching vision for the District:

**'Newry, Mourne and Down is a place with strong, safe and vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs'.**

The Community Plan sets out the following five positive outcomes:

### Our Outcomes

These are the positive outcomes we all wish to see in our community:





## Newry, Mourne and Down District Council Corporate Plan 2021-23

The Corporate Plan 2021-23 sets out the following mission statement and eight strategic objectives:

### Council Mission Statement

**'To support and advocate for a welcoming District which is progressive, healthy and sustainable, providing better economic, environmental and social outcomes for all'**

### Council Strategic Objectives

 <p><b>Invest in and support new and growing businesses, job creation and employment skills</b></p> <p>We will facilitate investment by new and growing businesses while contributing to the further development of workforce skills to retain existing and attract new industries.</p>	 <p><b>Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities</b></p> <p>We will help to reduce health inequalities and improve the quality of life for all by contributing fully to programmes, services, facilities and amenities.</p>
 <p><b>Enhance, protect and promote our environment</b></p> <p>We will contribute to tackling climate breakdown and reducing harmful impacts on the environment while enabling residents and visitors to enjoy our rich natural and built heritage.</p>	 <p><b>Support sustainable forms of tourism which value our environment and cultural heritage</b></p> <p>We will support and advocate for increased investment and development in tourism which promotes our unique assets and increases visitor satisfaction and spend.</p>
 <p><b>Enable and support people to engage in inclusive and diverse activities in their communities</b></p> <p>We will encourage people to play an active part in civic life in all its forms and develop the capacity of communities, particularly those in greatest need, to attract the right support to address needs and sustain valued projects and facilities</p>	 <p><b>Promote the revitalisation of our city, towns, villages and rural communities</b></p> <p>We will work with residents, businesses and our partners in regeneration to further develop desirable places to live, work, invest in and visit across the District.</p>
	

**Provide accessible, high-quality and integrated services through continuous improvement**

We will build a high performing Council, fit for the future, that delivers efficient and effective services for the benefit of all

**Advocate with others for the benefit of all people of the District**

We will lobby and campaign with government and others to attract investment, develop modern infrastructure across the District, address needs and improve the quality of life for all.

## Alignment with the Strategic Aspects of Improvement

In accordance with the Local Government Act (NI) 2014, each performance improvement objective seeks to bring about improvement in at least one of the following aspects:

- Strategic effectiveness
- Service quality
- Service availability
- Fairness
- Sustainability
- Efficiency
- Innovation

The table below outlines how Newry, Mourne and Down District Council's performance improvement objectives 2023-24 are aligned with the seven specified aspects of improvement:



Performance Improvement Objective	Seven Aspects of Improvement						
	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
We will support the health and wellbeing of local people by improving our leisure facilities and services	✓	✓	✓	✓			
We will grow the economy by supporting local businesses and creating new jobs	✓	✓	✓				✓
We will improve the cleanliness of our District by reducing littering, fly tipping and dog fouling	✓		✓		✓		✓
We will improve our sustainability and reduce our impacts in relation to climate change	✓				✓	✓	✓
We will improve the average processing times of planning applications and enforcement cases by implementing the recommendations from the Planning Service Review	✓	✓	✓			✓	

The Council has also assessed the performance improvement objectives against the following criteria, and considers them to be:

- Legitimate
- Clear
- Robust
- Deliverable
- Demonstrable

### Equality Screening and Rural Needs Impact Assessment

In accordance with the Section 75 requirements of the Northern Ireland Act (1998), whereby the Council must carry out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations, the Performance Improvement Plan has been subject to an equality screening. The outcome of the equality screening process determined that the Performance Improvement Plan 2023-24 is not subject to an equality impact assessment, with no mitigating measures required.

In accordance with the Rural Needs Act Northern Ireland (2016), the Council has given due regard to rural needs by carrying out a Rural Needs Impact Assessment of the Performance Improvement Plan 2023-24.



## Consultation and Engagement

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The Council is committed to listening to local people and taking on board their views. Since 2017, the Council has carried out extensive consultation and engagement, inviting key stakeholders, including Elected Members, residents, local businesses and community planning partners to put forward their views on the proposed performance improvement objectives.

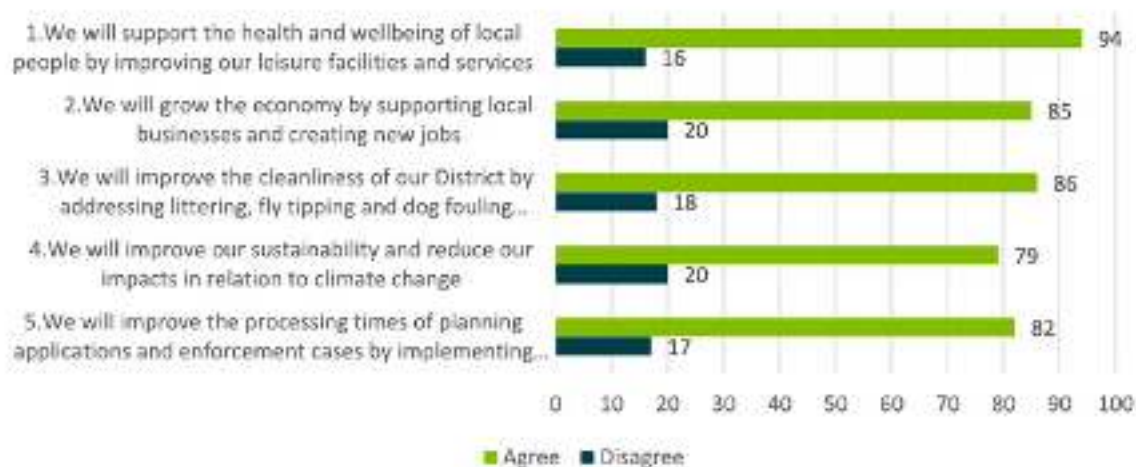
This year, the Council used the Speak NMD platform to host the consultation and engagement process. As a dedicated online space, which is facilitated through the Newry, Mourne and Down Community Planning Partnership, Speak NMD enables residents to participate in local consultation and engagement activities and have their say on the issues and decisions which have an impact on their local area. Through Speak NMD, an electronic survey in relation to the draft performance improvement objectives 2023-24 was published and promoted. The consultation and engagement process was promoted further through the Council's website and social media channels and circulated to key internal and external stakeholders.

The overall consultation and engagement process resulted in 123 completed surveys and engagement with 27 stakeholders through Newry, Mourne and Down Youth Voice, Newry and Mourne Senior Forum and the Cedar Foundation. This response has been supplemented by the input of 1,345 respondents to the consultation on COVID-19 and the Corporate Plan in 2020 and Residents Survey in 2022.

Electronic documentation, survey on the draft performance improvement objectives 2023-24 on the Speak NMD platform.	Survey: 123 responses
Engagement with the: <ul style="list-style-type: none"> <li>Section 75 groups, including the Newry, Mourne and Down Youth Voice, Newry and Mourne Senior Forum and Cedar Foundation</li> </ul>	27 consultees
Electronic survey and focus groups on the impact of COVID-19 and the Corporate Plan 2021-23 (September 2020)	560 respondents to survey 21 participants in focus groups
Residents Survey (September 2022)	764 respondents

The consultation responses revealed widespread support for the proposed performance improvement objectives, with the majority of respondents agreeing with each of the five objectives.

### Agreement on Performance Improvement Objectives 2023-24



The areas for improvement and issues raised through the overall consultation and engagement processes are clearly aligned to the five performance improvement objectives 2023-24, and will be addressed through the Performance Improvement Plan, and as part of the Council’s business planning process.

## Achieving Continuous Improvement

Transforming and improving how the Council delivers services is a key objective within the Corporate Plan. Newry, Mourne and Down District Council is committed to developing a 'can do' culture, where managing performance and achieving improvement is everyone's responsibility. In pursuing the corporate vision and objectives, the Council has identified the following three core values:

We will be:	What this means:
Accountable	We will be accountable for how we plan for and use resources sustainably
Collaborative	We will work in partnership with others
Transparent	We will be transparent in how we make decisions

The Council has put in place a number of frameworks and systems to drive forward continuous improvement and facilitate a performance improvement culture. These include the Business Planning and Performance Management Framework, Policy Development Framework, Equality Scheme, Governance Framework and Risk Management Policy.

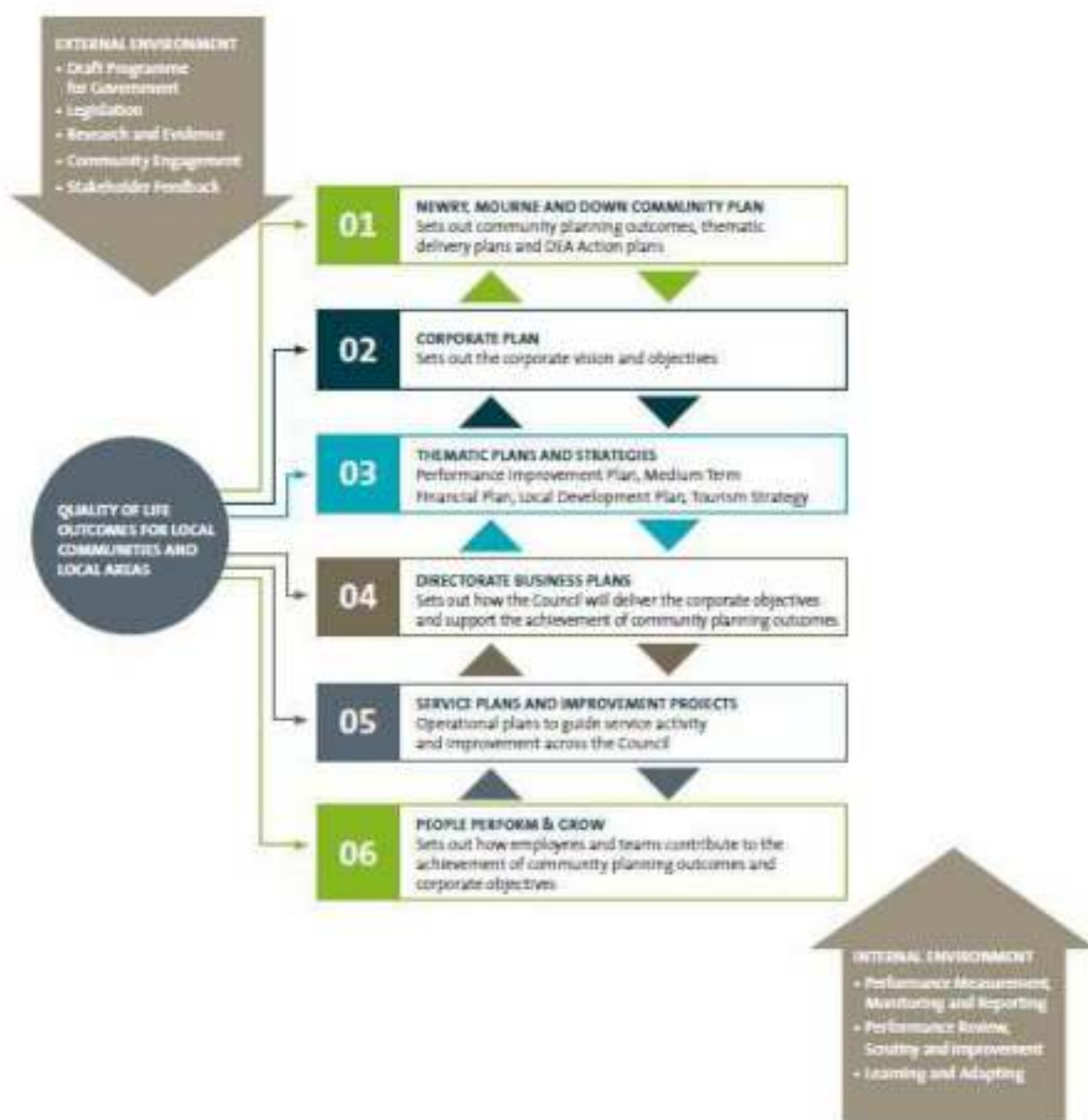
The Council also assesses how performance compares with other Councils. Newry, Mourne and Down District Council is working with the Association of Public Service Excellence to benchmark performance against the performance of Councils across Northern Ireland and other jurisdictions. This information is being used to collate a robust and reliable evidence base, to help identify and address future areas for improvement.

The Performance Improvement Plan underpins the Council's overall approach to effective performance management. It supports the Council in identifying more efficient and effective ways of working to facilitate the achievement of community planning outcomes, corporate objectives and Directorate objectives, which together support the continued implementation of the Business Planning and Performance Management Framework.



# Business Planning and Performance Management Framework

The Council’s Business Planning and Performance Management Framework drives and provides assurance that community planning outcomes, corporate objectives and performance improvement objectives are being delivered, with the primary goal of making life better for our citizens.



The Community Plan and Corporate Plan sit within a hierarchy of plans that informs the Council’s overall direction of travel and guides all activity within the organisation. Community planning outcomes and corporate objectives are cascaded across the organisation through thematic plans and strategies and Directorate Business Plans. Performance indicators continue to be developed at all levels across the Business Planning and Performance Management Framework, in order to ensure performance is measured, monitored and evaluated on a continuous basis.

During 2023-24, the Council will continue to progress and mainstream the development, implementation and review of Service Plans and roll out of Individual Performance (People

Perform Grow), both of which seek to demonstrate the 'line of sight' between the work of employees and how they contribute to the achievement of community planning outcomes and corporate objectives.

Through the Business Planning and Performance Management Framework, the Council will manage performance at all levels across the organisation, in order to ensure the necessary steps are taken to secure continuous improvement in the exercise of functions. Each level of the Business Planning and Performance Management Framework is, and will be, accompanied by a relevant set of performance measures to monitor and assess the Council's progress in improving the quality of life for local communities.

The table below provides a description of the various plans and strategies that form part of the Council's Business Planning and Performance Management Framework.

Community Plan	The Community Plan for Newry, Mourne and Down sets out the long-term vision for improving the economic, social and environmental wellbeing of the District. Developed in collaboration with partners across the statutory, business and voluntary sectors, the Community Plan is underpinned by Priority Actions Areas and seven DEA Action Plans, which seek to deliver the five community planning outcomes at a local level. Progress in implementing the Community Plan is reviewed on a biennial basis.
Corporate Plan	The Corporate Plan 2021-23 sets out the vision, values and strategic objectives for the Council. Each strategic objective is underpinned by 'supporting actions' and 'measures of success'. Progress in delivering the Corporate Plan is reported annually through the Assessment of Performance.
Thematic Plans and Strategies	The Council has put in place a number of Thematic Plans and Strategies to support the implementation of the Community Plan and Corporate Plan, including the Performance Improvement Plan, Medium Term Financial Plan and Regeneration and Economic Development Strategy. These plans provide the strategic context for multiple programmes of work across the organisation.
Directorate Business Plans	Business Plans are developed annually to demonstrate how Directorates contribute to the achievement of community planning outcomes, corporate objectives and performance improvement objectives. Directorate Business Plans include suites of key performance measures to measure progress and drive continuous improvement, with performance being monitored and reviewed bi-annually by the relevant Committee.
Service Plans and Improvement Projects	Service Plans and Improvement Projects are operational and set out the direction for service areas across the Council. They outline how each service contributes to the delivery of community planning outcomes, corporate objectives and performance improvement objectives, include key performance measures and provide a mechanism to manage performance consistently across the organisation.
People Perform Grow	The Council recognises the significant role employees play in contributing to the achievement of the Community Plan, Corporate Plan, Thematic



Plans and Strategies, Directorate Business Plans and Service Plans. People Perform Grow demonstrates the link between the work of employees and how they contribute to the achievement of key plans and strategies, as well as the outcomes experienced by local communities.

The Business Planning and Performance Management Framework is complemented by the integrated cycle of activity outlined in the diagram below.

## Governance Arrangements

Reviewing performance and reporting progress to Elected Members and other key stakeholders is very important, as it facilitates transparency, accountability and improvement in everything the Council does. The governance arrangements to develop, monitor, report and review the Council's progress in implementing the Performance Improvement Plan 2023-24 are outlined below:



The Council must publish an Assessment of Performance by 30 September 2023 which will provide an overview of how the Council has performed during 2022-23. The Assessment of Performance will be published on the Council's website and is supplemented by the Mid Year Progress Report for the Performance Improvement Plan 2023-24.

The arrangements the Council has put in place to secure continuous improvement are subject to an annual audit and assessment by the Northern Ireland Audit Office. Subject to the General Duty of Improvement being met, the Northern Ireland Audit Office will issue a Letter of Assurance to both the Council and Department for Communities.



## How to Propose New Performance Improvement Objectives

Newry, Mourne and Down District Council welcomes your ongoing feedback on the performance improvement objectives 2023-24, as well as any suggestions you may have on how services can be improved in the future.

The Council can be contacted in the following ways:

**In writing:** Catherine Hughes  
Head of Performance and Improvement (Acting)  
Newry, Mourne and Down District Council  
O'Hagan House  
Monaghan Row  
Newry  
Co Down  
BT35 8DJ

**Telephone:** 0300 013 2233

**Email:** [performance@nmandd.org](mailto:performance@nmandd.org)

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

0330 137 4000 (Council)  
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

# Newry, Mourne and Down District Council

Consultation and Engagement Report on  
the Performance Improvement Objectives  
2023-24





## Introduction

The Local Government Act (NI) 2014 sets out a General Duty of Improvement, whereby all District Councils must put in place arrangements to secure continuous improvement in the exercise of their functions and set performance improvement objectives for each financial year. Each Council also has a statutory duty to consult key stakeholders on the proposed performance improvement objectives.

The five draft performance improvement objectives were considered and approved by the Strategy, Policy and Resources Committee in March 2023. This was followed by an extensive consultation and engagement process which encouraged key stakeholders, including residents, Elected Members and partner organisations to have their say on the proposed performance improvement objectives.

This report provides an overview of the consultation and engagement methodology and an analysis of the responses which were received.

## Consultation and Engagement Activity

Between 20 March–15 May 2023, Newry, Mourne and Down District Council carried out an eight week consultation and engagement process with key stakeholders on the draft performance improvement objectives 2023-24, through the following mechanisms:

- Electronic survey and documentation on the Speak NMD platform, which was promoted through the Council's website and social media channels
- Public Notices in local newspapers
- Engagement with the following stakeholders:
  - Newry and Mourne and Down Youth Voice
  - Cedar Foundation
  - Newry and Mourne Senior Forum

This process was further supplemented by the consultation and engagement which was carried out to support the development of the Corporate Plan 2021-23 and Performance Improvement Plan 2022-23:

- Residents Survey (September 2022)
- Consultation and engagement on the Corporate Plan 2021-23 and impact of COVID-19 (September 2020)
- Consultation and engagement on the draft Performance Improvement Objectives 2022-23

## Analysis Methodology

A total of 123 surveys were received in response to the consultation and engagement on the Council's draft performance improvement objectives 2023-24. Respondents were asked whether they agreed or disagreed with the draft performance improvement objectives and if they had any comments to make regarding each objective. Respondents were also asked to put forward their suggested priorities for future improvement.

In carrying out the quantitative and qualitative consultation and engagement, a structured process was used to capture responses around each of the five draft performance improvement objectives 2023-24. This was supplemented by an engagement process with 27 key stakeholders, as outlined below:

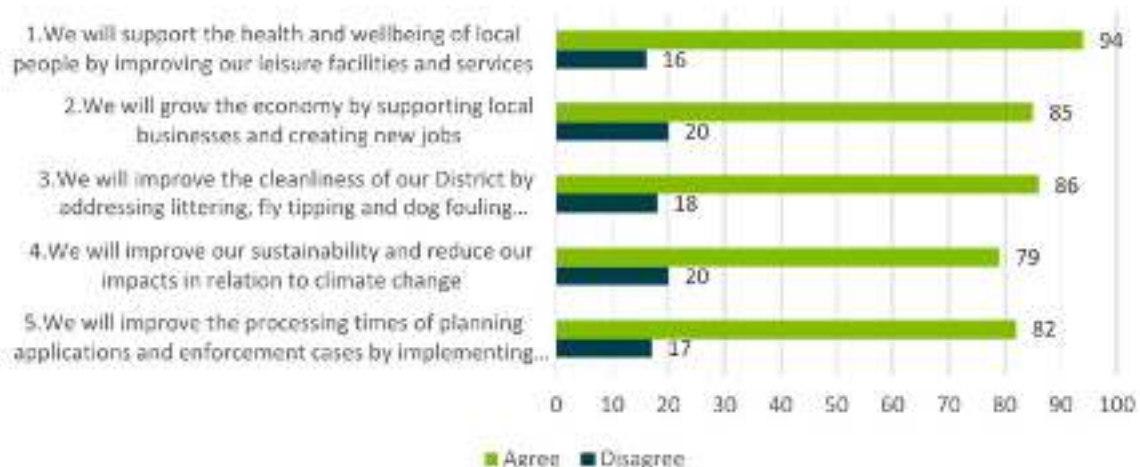
Consultation and Engagement	Details
Newry and Mourne and Down Youth Voice	14 participants - 25 April 2023
Cedar Foundation User Forum	8 participants - 02 May 2023
Newry and Mourne Senior Forum	5 participants - 10 May 2023
Residents Survey (September 2022)	764 residents aged 16+ with quotas applied for age, gender, social class and District Electoral Area

## Consultation and Engagement Findings

### Analysis of Findings

Responses to the draft performance improvement objectives 2023-24 have been received from residents, elected members, local community organisations, local businesses, statutory organisations and others including those that work in the district. There has been a positive response to the five proposed performance improvement objectives, with the majority of respondents agreeing with each objective.

### Agreement on Performance Improvement Objectives 2023-24

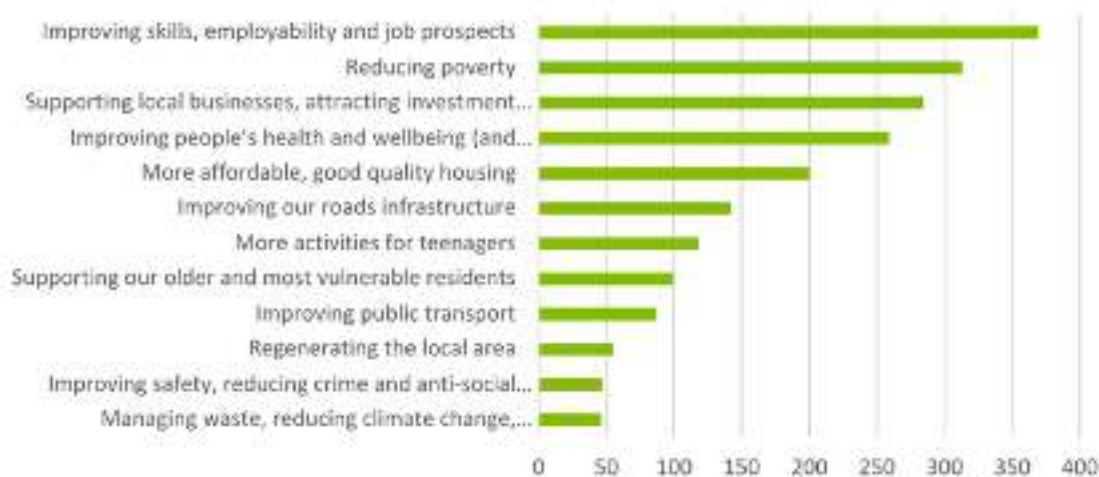


### Residents Survey (2022)

These findings are further endorsed by the results of the Residents Survey which indicate that the performance improvement objectives broadly address the top improvements identified to make somewhere a good place to live.

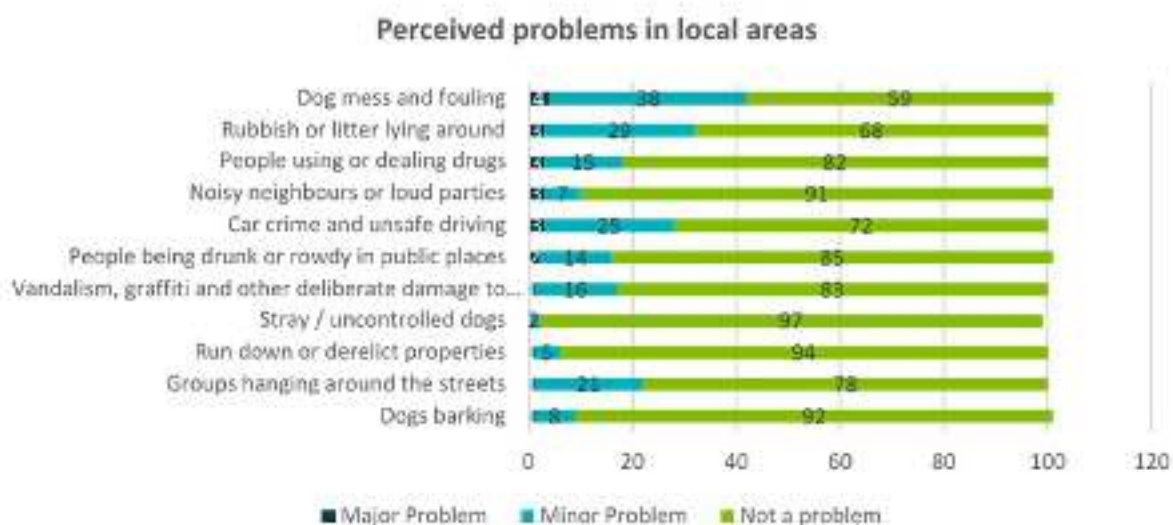
- The local economy, health and wellbeing, housing, infrastructure, public transport, protecting the environment, climate change and managing waste are amongst the top priorities for improvement.
- Supporting communities, educational provision, accessible leisure centres, accessible arts centres/theatres and museums and opportunities for volunteering are amongst the lesser priorities for improvement.

### Top priorities for Improving the local area





These findings are further reinforced by the fact that residents identify dog mess and littering as the top perceived problems in the local area.



## You Said, We Did - Overview of Consultation Feedback

### Performance Improvement Objectives

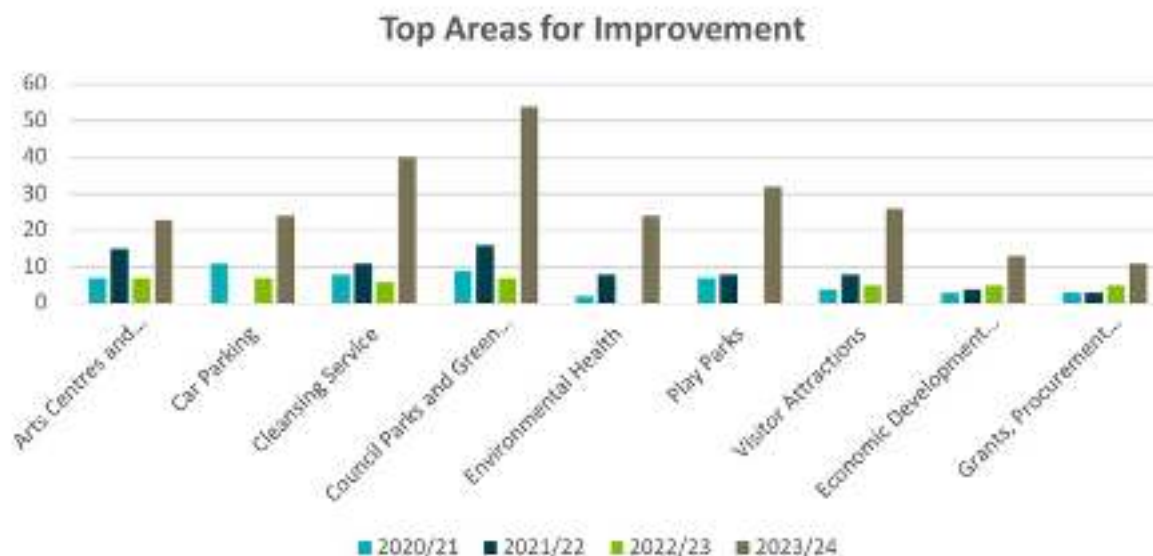
An analysis of the consultation and engagement findings indicates that the issues raised will be addressed through the proposed 2023-24 performance improvement objectives, 'supporting actions' and 'measures of success', or as part of the Council's business planning process. An overview of the amendments and revisions that have been made to the performance improvement objectives, throughout the consultation and engagement process are highlighted below.

	You Said	We Did
<b>We will support the health and wellbeing of local people by improving our leisure facilities and services</b>	<i>'More areas for people to walk, cycle and walk their dogs'</i>	We have revised our target for community trails upwards to reflect the number of users in 2022-23 and in doing so recognising the importance of outdoor space and facilities for people's mental and emotional wellbeing.
	<i>'Most young people feel health and wellbeing is curcially important and</i>	A new measure has now been introduced in the Performance Improvement

	<i>feel improvements would be good'</i>	<p>Plan 2023-24 focusing on the participation of young people in youth health and wellbeing initiatives.</p> <p>Revised the 2022-23 figure for paid attendances based on updated year end data which has also led to a revised target for 2023-24.</p>
<p><b>We will grow the economy by supporting local businesses and creating new jobs</b></p>		<p>Figures for economic development programmes have been revised. To reflect 2022-23 actual figures.</p>
<p><b>We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents</b></p>		
<p><b>We will improve our sustainability and reduce our impacts in relation to climate change</b></p>		
<p><b>We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme</b></p>		

## Suggested Areas for Improvement

As part of the survey, and similar to previous years, respondents were asked to put forward their suggested areas for improvement. 'Council parks and open spaces', 'cleansing service', 'Leisure Centres' and 'Play Parks' are the top priorities for improvement in 2023-24.



## Next Steps

Based on the feedback obtained through the consultation and engagement process, as well as the ongoing developmental work around each performance improvement objective 2023-24, there have been some minor amendments to the 'supporting actions' and 'measures of success', as outlined in the Performance Improvement Plan 2023-24.

The Consultation and Engagement report will be published on the Council's website by 30 June 2023, alongside the Performance Improvement Plan 2023-24. It will also be circulated to key stakeholders to support the business planning process.



## Summary of Consultation and Engagement Feedback

### Performance Improvement Objective 1

#### Youth Voice

- What has happened to city park?.
- Albert Basin Park.
- What has happened to your park
- Kilkeel could use an upgrade (only 30 minutes)
- Could be an upgrade in Kilkeel
- Most young people feel health and wellbeing is curcuially important and feel improvements would be good
- Make sure other services in the Council don't suffer from the high levels of funding used in leisure centres

#### Cedar Foundation

- Over 60's membership is very good value for money.
- There are a lot of items damaged and broken in the leisure centre in Newry which is awful as it is such a new building and these need to be fixed.

#### Newry and Mourne Senior Forum

- There should be toilets on the tow path.
- There are cars being parked on the cycle path in Warrenpoint which is a danger to cyclists who have to go round and onto the dual carriageway to get past.
- Play park in Bessbrook is a great asset and the toilets are clean and the Derramore woods are a great asset too.
- Thanks to the Southern Trust and the Age Friendly alliance for all the support they provide to older people's groups and individuals.
- Transport for older people is very important especially as more services are being moved to Craigavon and older people can't get to appointments, community transport needs to be maintained.
- Traffic lights at the court house need to be fixed, it's a danger as it's getting so busy.

#### NMD Speak Website

- Yes but. The senior management team consistently fail to deliver. Newry pool has had to close. And the council has ensured that people are locked out of their( i.e the public rate payers) sports pitches
- Not enough outdoor walks and parks for tourists vrs other areas...current places not looked after or maintained especially walking paths...mound of down path is a disgrace
- Daisy Hill in a Shambles Warrenpoint police station let go no GP service in Rostrevor. Loss of green space
- Consolidate what exists - no need for further investment in this regard at present.

- As leisure facilities are only in the main towns community centres need to be improved to allow for the provision of such services in rural areas
- Outdoor facilities which are not dedicated to field sports should be considered for development
- Ensure leisure facilities once available have high standard of cleanliness
- leisure facilities in Newry require significant improvement, as a regular user of the gym pool and soft play area of the NLC it is disappointing to see that the facility is regularly not clean. I had to ask staff to clean urine from the floor in the changing area of the pool and ants all over the floor in another changing area. The soft play is regularly unclean with tables not wiped and the floor dirty. I really like being able to use NLC but it embarrassing especially as a staff member to see this new facility in such a state of uncleanliness. For years Newry is lacking in 4G pitches for soccer in the area and this needs to be improved.
- also improve outdoor facilities, not just swimming pools etc
- More greenways
- Newcastle is severely lacking in service availability
- Leisure facilities need to be open accessible hours
- Improved leisure facilities in Newcastle have been requested for decades. Kilkeel has great facilities but are criminally mismanaged and underused.
- Better facilities
- We want a park as promised
- You as a Council have ignored the wish of our Citizens in pushing ahead with White Elephant Projects despite strong voter opposition to same
- Newry Leisure Centre is closed more times than it should be â€¦ broken equipment in the gymâ€¦ cold showers â€¦ tiles on pool floorâ€¦.restrictive timetable of classesâ€¦closed every Wednesday 2-3pmFor training !!! Really this is a disgrace and needs to be changed immediatelyâ€¦ train Sunday morning before opening
- I hope to see this being fulfilled in the kilkeel area. Our leisure facilities need repair and appropriate staffing. The limited opening times are restrictive and swimming lessons difficult to access.
- No fixed bridge on the southern relief road. Promoting more use of the canal and improving facilities would contribute to better community well-being
- I would like more appropriate facilities in my town, Newcastle.
- What about cycle path plan for newcastle. There is nothing. It's quite embarrassing for a tourist destination is
- Downpatrick has a first class leisure facility in DLC which is visible in the general numbers of a wide diverse range on ages that us the facility. But opening hours at the weekend are very much lacking and restrict the use of the service for a great number of people. Longer opening hours into the evening is required at the weekends.
- The management of Arts facilities needs to be contracted out to bodies which will appropriately promote and support arts and culture.
- Actions speak louder than words, at least make a start on the Park for Newry City.

- As a Newcastle resident, I have to travel 15 miles to my nearest leisure centre. Since the part demolition of the Newcastle Centre (without any plans for a new build) you can't even hire a room in the centre. The Gateway project information day had to be held in a local pub because of this.
- This is a good objective but you don't really do it the new leisure center has been closed a lot for cleaning and repairs and surely if it is staffed properly this would not be required.
- Nice sentiment! but over past 10/20 years nothing much of a major improvement .. based on past performance am concerned about the future
- So we get our park then? This should be your top priority in leisure facilities. And it is an scandal and a shame that you have deliberately avoided doing this already.
- How will this be measured?
- Not enough opportunity within leisure facilities, swimming pool etc are disasters where people are traveling outside the district to go swimming
- some many from outside the area use facilities, there should be a charge for non rate payers
- Sort Newcastle lesiure centre out once and for all
- Very leisure facilities focused, this not only requires those to travel and limits participation to activites at those centres, but makes little use of natural area and beauty which often also attracts external visitors and hence expenditure
- This needs to be a priority over other infrastructure projects and the Albert Basin needs to be developed asap. HIGher profile of the leisure centre facilities, classes and opening hours to promote accessibility and interest More areas for people to walk, cycle and walk their dogs (dog parks, more pavements along busy rural roads) and along existing transport routes.
- Question? What did the council actually do to improve the health and wellbeing of the community?
- No
- As an older resident I feel we need to ensure our OAP s are offered first class facilities to encourage an active lifestyle.
- Special needs should b focal point
- Not everyone can afford to use the council facilities. The Peoples Park would deliver a better facility for more residents
- Where are the leisure facilities in Warrenpoint?
- It works well , it's a very well Disability Draft
- Ballynahinch is a growing town with no leisure facilities
- The Trust welcomes the objective of supporting the health and wellbeing of the local population and the links to the Council's Corporate and Community Plans. In particular, the Trust welcomes the Council's commitment to helping reduce health inequalities and improve the quality of life for all by contributing fully to programmes, services, facilities and amenities. The Trust is committed to building on new and existing partnerships with the Council, working in collaboration with key stakeholders to help reduce health inequalities and improve health outcomes.



## Performance Improvement Objective 2

### Youth Voice

- The Quays is too empty
- Attract more businesses to the quays and Hill Street
- Should invite bigger corporations / businesses into shopping centres
- Don't forget the rural areas
- Shopping centres need new businesses
- Any growth to economy will be a help to our area, would like new jobs in area but also would like opportunity to travel for work.

### Newry and Mourne Senior Forum

- A lot of small businesses have closed due to Brexit, Covid-19, war in ukraine and cost of living crisis and got no support.
- The rise in parking fees is unfair as it's mostly older people parking who are out in the towns spending money and contributing to the economy.

### NMD Speak Website

- Would like to see the stats of what Jobs the council have brought to the whole district since 2015
- This council is only interesting in building houses so it becomes even more reliant on rates which is contrary to what the NIAO has told needs to change.
- Not enough done to support start ups
- Warrenpoint town centre turned into a social apartment centre and lost of every day business due to high rates
- What does "support" local businesses mean? Give them public money?
- Again - no requirement for investment in this field at present Consolidate the present situation, plan for the future.
- Local jobs for local people where are the contractors from who work within the old district.ie Downpatrick glossary,Killyleagh, what percentage of them is local
- Availability of affordable working spaces for new small business should be investigated
- Council work well with local stakeholders and entrapreneurs/businesses in the district to grow the NMD economy for everyones benefit
- develop the economy. Growth goes against the climate emergency that NMDDC declared a few years ago. You can not grow without having a damaging impact to the climate, biodiversity and the environment. You can however sustainably develop the economy.
- Encourage working from home within civil service so civil servants can support their local businesses, not Belfast city centre.
- Helping start new small businesses and improving rundown town centres allowing free parking facilities would encourage people out of the supermarkets and back into town centers
- This is important but its effectiveness is precarious, and I doubt the council will find an elegant solution. It should not be in the top 5 objectives.

- Increased rates will drive any business trying to start within the district!
- You burden small and large businesses with excessive rates charges in return for little or nothing. You intend sacrificing parking at Cathedral for vain Projects
- Rates increases each year. Cost of bin collection. Newry is a ghost town and has nothing to offer to tourists apart from a spot of shopping and a nice hotel. Allow the regeneration of the CBD embrace planning restrictions by working with the people trying to breathe new life into the town. Stop backward thinking and apply a mentality of progress
- How do you propose to do this ?
- How many jobs have you created in the past 10 years?
- What is your agenda sbd plan to enable this - these are merely statements, one round need to see the plan of execution and how this would be achieved & timescale
- Jobs in Newcastle are mostly for the service industry. This means minimum wage and zero hours contracts are the norm in the area. This should be addressed to provide sustainable employment for local residents.
- Again a good point but We do not have enough street cleaners not enough bins but enough public toilets
- Do this by addressing the outrageous rates charged to local businesses driving many out of the area.
- Only fund those who can prove they are registered within Northern Ireland and have local employees
- Laziness
- How money is spent supporting business has no impact goals and no measurement of success. Government funds allocated by local council are spent to secure the highest number of votes this will attract.
- Support local business by supporting your own workers such as bin men
- There is a genuine and wide perception NMD does not focus enough on the County Town of Downpatrick
- There needs to be a pipeline of skilled workers to fulfil jobs created, therefore attention is needed in the educational sector and to support the economically inactive to do so. Higher profile on where there are job skills gaps for those in education etc. and flexibility in jobs so that those with benefits are not impacted by gradually becoming part of the workforce again.
- I am not aware of the council supporting anything in the local economy
- No
- I disagree that the council creates new jobs.
- Create jobs for people with disabilities



### Performance Improvement Objective 3

#### Youth Voice

- Bins are full all the time.
- Bins not being emptied.
- Bins aren't being monitored
- Dog fouling and litter - Kilkeel is boggin
- Kilkeel is boggin
- Bin strike
- Littering is a huge problem and needs tackled. Have notices re: dog fouling but need to have more bins to put litter, dog poo etc.

#### Cedar Foundation

- Littering, dog fouling and fly tipping are significant issues across the District.
- The Council should issue more fixed penalty notices to offenders as the number is very small considering the littering around the District.
- There was a large fly-tipping incident out beside Slieve Gullion Forest Park.
- There is a significant amount of litter on Monks Hill and the Crieve Road, and areas which are poorly lit can often suffer from high levels of fly tipping.
- It would be good to see more community clean ups taking place.
- Good to hear that the Council offer bulky waste collection and assisted bin lifts to residents that need it.
- Council should have more signs up about not mowing the grass verges to protect the bees as people don't know and think it just looks untidy.

#### Newry and Mourne Senior Forum

- Fly-tipping, littering and dog fouling will always be there.
- A lot of litter bins have been taken away but not all have been replaced.
- Street cleaners never seems to have brushed with them to clean hard to reach area under seats and its left.
- Places look untidy which is not conducive to good tourism and attracting people.
- Some areas are happy with the cleansing service they receive while other areas are not.
- Dog fouling is the biggest issue.
- Like the idea of the paint re-use scheme, great to see an initiative like this in the Council area.

#### NMD Speak Website

- Have sufficient staff resources in place
- The council continues with the same failed systems and refuses to use technology like DNA testing for dog fouling or cameras for illegal dumping. Not to the mention the failure to deliver bird proof bins in coastal areas



- You do nothing about litter....shameful , please work with schools to stop littering, please provide bins and dog bins at least.
- Country roads and dual carriageway full of litter and illegal dumping for months
- Effective action is required in this regard throughout the district.
- Downpatrick is dirty also surrounding towns..how many mechanical sweepers are in downpatrick. How many times are the estates clean compared to newry
- Must be a strong monitoring on litter. And dog fouling is shocking in Donyaguy water and Warrenpoint shore road. Litter all around the area is a disgrace on the country roads
- Resident could be paid low wage to litter pick at weekends. This would be good for residents well-being/fitness who might normally work retail or admin, earn extra cash, and offer council cheaper labour. Could be paid with vouchers for local businesses to support our local economy.
- More bins are required in tourist locations. If there is a bench or picnic table, then a bin is required in the visible area.
- Dog fouling is a big problem. Harsher penalties that are actually enforced would be good
- More dog wardens needed, hundreds of fines need to be issued. When people know the risk is they will be fined they will be less likely to let their dog foul
- Fly tipping in remote areas and dog fouling are major issues. Staffing and fines should be increased. Public awareness campaigns wastes money-people know it's wrong. Get creative.
- The council are failing at this now. Newry and surrounding areas are a disgrace.
- Council has not agreed on a weedkiller towns and cemetery's look awful
- There is a need to clean the roadside verges and have zero tolerance to any litter. The road from Camlough past the council dump is in a terrible state with rubbish in all the verges and hedges
- Any chance of sorting the potholes â€¦. Roads are not good
- NMDDC have abandoned littering prosecutions long ago. Its a case of "Hear no evil, see no Evil"!!! The little man will pay the litter lifting bill.
- I hope so â€¦. Dog foul is everywhereâ€¦. Flytipping a disgrace â€¦. How do you intend to manage this?
- Dog fouling is a permanent problem in kilkeel.
- More and bigger bins. Solar powered compacting bins. More name and shame of irresponsible dog owners
- Would suit you better to actually clean the streets in the first place
- Not enough bins in various towns across the district. Dog litter is terrible.
- No visible patrols. Island park Newcastle. Tennis club has broken glass outside every other night from underage drinkers
- This is a very significant issue and requires much work to address
- Council needs to employ a team or teams of people to ensure street cleaning in each city, town and village.
- My bins are constantly being left for 3-4 weeks between collection

- Again, what means are in place to support your objectives - I would like to see the actions and your plans on how you aim to achieve these very broad statements - that is the part missing- the plans are the means of showing your thought process and timescales of delivery - what are your key measurements ?
- How much of the Council budget will be allocated to additional enforcement and dog wardens? Newcastle last weekend was absolutely disgusting with the amount of rubbish, overflowing bins and lack of toilets.
- Definitely this is not done our streets are a disgrace
- Improve the enforcement of existing laws and regulations.
- Need to provide locals who litterpick with coloured bags that can be deposited at Road junctions for bin lorries to lift whilst doing their rounds weekly.
- Not enough being done. Need to crack down more on littering dog fouling etc. Hit people where it hurts in their pockets. Residents constantly getting away with fly tipping on green areas
- more communal bins, schemes to fine people who litter & advertise penalties
- And washing the footpaths on Newcastle main street
- Not unless there is clear accountability - for example - so we see the terrible state of the district appear as a negative of the responsible executive staff members performance review ? Are they on a performance improve plan which is they don't resolve the issues they are ultimately found unfit for their job?
- How can you do this with the strikes?
- But actions speak louder than words
- Need more bins in more locations. Higher profile on littering being culturally unacceptable.. Get business to become more corporately aware of litter issues and CSR to clean around their premises areas to promote their sustainability etc. Educate on the results of littering, dog fouling, promote responsible dog ownership with classes. Ensure more of the items put for recycling are actually recycled.
- Only when it's pointed out by a councilor standing and pointing at it on Facebook.
- No
- There is a great deal of litter along the footpaths in the area, it would be great to see a litter free environment.
- Nothing worse than dog owners not cleaning up after their dogs. Owners also not controlling their dogs remains a further issue.
- No one ever clears the dog poo on the paths where I live, Rathfriland Road area.
- The footpaths in Warrenpoint are a complete disgrace and there aren't enough bins for dog waste
- It's only on Monday last 1st of May 2023 that I was out for a walk near Slieve Gullion , somebody had been fly tipping . The objects that were dumped were babies dirty nappies . I did report at a Cedar Foundation meeting on the 2nd May 2023 . Two council officials were invited to the meeting with Cedar Foundation Newry User Forum . I went back the next

day , all objects were lifted . These objects should not have been dumped in the first place

- What measures will you take to address rural littering so that locals do not have to keep cleaning it several times per year ?
- Entire district is a disgrace



## Performance Improvement Objective 4

### Youth Voice

- Clanrye river and the Canal should be prioritised
- More wind turbines
- Wind turbines
- More direct action
- More wind turbines
- Inevitable natural order of the Earth, however we do contribute and that may be harmful, throwing nature off course. We need to slow down our contribution to it.
- Make sure this is a priority to the Council and not over looked due to funding issues.

### CEDAR Foundation

- There needs to be a lot more EV charging points in the district.

### Newry and Mourne Senior Forum

- Council don't seem to have a maintenance strategy, the free wifi in Newry and Warrenpoint is not maintained and is never working. Hope these new EV charging points will be maintained.

### NMd Speak Website

- Is there an active ISO in place for council ?
- This from a council who fails to deliver their biodiversity plan and won't protect trees which have tpos and have accepted aconsultation which proposes substandard greenways and active travel plans.
- How ? Nothing is done in Downpatrick to support the wildlife or environment. You should be ashamed.
- Lost of green spaces and coastal way losing our AONB
- Pragmatic and workable initiatives are required in this respect.
- This is not a suitable objective. Council do not have qualified scientists among their staff. The CO2 net zero aspirations of other councils in the UK, along with their 15 and 20 minute cities are based on a false premise. True science tells us that these policies do not help people or the climate. Instead they cause hardship, depopulation, loss of freedom, and the negative impacts are felt most keenly by the most disadvantaged in society. This objective is bad for business so it contradicts objective two. It is anti-health and family so it contradicts objective one.
- Vehicles are scrap constantly breaking down ,leaking oil ,fumes .where are the new vehicles that was promised for down
- Have strict supervision on the number of trees that are being cut down€! ..some just for house building
- see above re growth, the two conflict each other. Expalin how you can grow without increasing your impacts in relation to climate change
- Lead from the front

- This is the most sensible suggestion made, proportional to how urgent it is. Should be expanded to include enhancement of biodiversity and conservation/restoration of historically damaged natural spaces. To include totally rework Mournes Gateway Project, no gondola or visitor centre. Many great alternatives available.
- What are you doing to counter this, are council offices running off solar? Are vehicles electric?
- We need our park
- NMDDC will waste money and limited resources on vain Projects regardless of the Climate / Carbon footprint. Efficiency is not a focus for NMDDC
- The recycling centre operates limited opening hours making it difficult to access
- More electric car charging stations. Free town shuttle buses
- Again another great statement - the action plan reinforces the objectives which are very broad but in statements - your intent sounds great but proof of how this is carried out by means of a plan us what is like to read & see
- The vanity project of the Newcastle Gondola is one of the most environmentally destructive projects in recent years. What are your plans to mitigate the destruction caused and to offset the carbon footprint of the project.
- Should be done but You will probably waste a lot of time and money writing reports and having meetings about this rather than doing
- Re-open the canal rather than driving more traffic through environmentally sensitive areas. Pedestrianise Hill Street to improve air quality, reduce emissions & bring an area you have managed to kill back to life.
- I am not in favour of low traffic neighbourhoods as people with disabilities need to be able to drive close to shops. I'm not in favour of getting rid of our central car parks. I'm not in favour of our farms having to reduce their nitrogen as farms are our only source of natural food. I'm not in favour of surveillance and monitoring our carbon foot print. I am not in favour of becoming a cashless society. I do agree with doing as much as we can to help our planet but big companies could do more.
- Better access to recycling centres.
- Planning for renewable energies must be prioritised look at area where acceptable. Have to stop Nimbyism and lobby for more support to change for renewable energy sources.
- When one off your warehouses burn down and you cover up its asbestos roof blowing around the town. St. Christopher park wear house in question.
- No
- We need to keep trying to improve our wind and solar power and give more information to the public.
- I don't see any effort to reduce environmental impact on climate change.
- Keep using recycling centres , and proper bins provided by the council



## Performance Improvement Objective 5

### Youth Voice

- Sustainable energy sources
- Planning permission isn't good in rural areas (e.g Kilkeel)
- Agree but do not feel this is as important a priority as the previous 4.
- Look into getting young people involved in the process.

### Newry and Mourne Senior Forum

- Tram station in Bessbrook is up for development and people want it to be developed as a tourist attraction, we need to preserve our villages and not build a petrol station and houses.

### NMD Speak Website

- Your planning office is toxic and out of date
- Particular attention and effective powers must be given to enforcement where clear breaches of planning regulations have been made. Enforcement must create the environment that reverses building activities where planning has not been sought in advance or where planning recommendations have been ignored. The special nature of the environment throughout the district demands effective leadership in this regard. Retrospective planning requests should not be tolerated.
- I work in the planning department and I love my job, but it is disappointing to see targets not being met as staff work extremely hard. The planning dept. have lost more than 5 business support staff and this work results in the business support staff which are left being over worked and not getting their own work done. The planning officers have had to help business support to put new applications on the new portal resulting in planning officers not being able to process applications and is a short term fix as the new applications continually build up again and staff are swamped. The new portal and loss of staff has resulted in planning officers spending less time processing applications as there is now more admin tasks to complete than there ever was before for planning officers. There is a lack of staff also in the planning technical side as officers have not been replaced when off on long term sick, maternity and posts not filled when people leave. This has resulted in high case lists and workloads for the staff remaining and it is unfair. Planning surgeries do not happen anymore in the Newry office. The planning officers also do not have the correct IT infrastructure to carry out their jobs on site since the new portal as planners were to be given ipads to view drawings, this never happened and results in officers now having to print plans to take on site, which is a waste of time and paper. IT infrastructure is essential for site visits and officers should have an ipad each (similarly to building control officers) for doing their job. Staff receive no training and left to get on with the job, this is partly because everyone is so stretched with their workload. The poor work environment and workloads have resulted in a high turnover of staff with people leaving for other councils. Furthermore, it would be good to discuss this objective



directly with planning staff to see how we can work together to improve resources, IT and any other measures necessary to achieve this objective.

- The planning department is a joke. No transparency and no accountability. Like the rest of the council they refuse to reply to emails and whoever is in charge of enforcement must be on gardening leave.
- There is no enforcement at all and already going against their own policies on planning
- Improve your processes this will help your processing times
- Again, a huge issue and welcome to address but not as priority.
- Only let planning through as long as the infrastructure can support it
- We want our park!
- We will wait and see. Currently the worst in N.I. and no sign of change. A planning mindset of "" how can we delay/ block / procrastinate instead of pushing ahead positively
- So far itâ€™s a disgrace !! Allow landowners more considerationâ€¦ allow growth and investment in the town â€¦. All change is necessary change â€¦. If a decaying building is listed â€¦ help get the building back to its state
- Takes far to long: this needs addressed!!
- So could you spell the improvements - what is the current processing time vrs how shall you improve it - statistics & plans are needed to back your side statements -
- Planning enforcement is non-existent at present. There are projects in newcastle which have been implemented without permission, shops with a change of use (again without permission) and no action has been taken by the planners, even when they have been informed.
- Should be done
- Improve on the reuse of existing buildings, especially in Newry town centre.
- Needs to be more specificâ€¦improve by what %
- What really is the point of having targets for processing planning applications, when there appears to be an alarming lack of consistency in decision making stemming from the Planning Committee arbitrarily overruling recommendations seemingly as a matter of policy? A work colleague who submitted an application for a dwelling said to me that their agent had told her not to worry about it's location because "Councillor XXX will sort it out for us!" When I checked the records I discovered that indeed a refusal recommendation had been overturned. What are the Council's guidelines on this practice?
- Need a consistent approach to planning and more staff. Need to lobby government to ensure existing housing stock is utilised e.g. all upstairs of retail units could be used for accommodation making premises safer more nightlife and then safer for people. Type of housing approved needs to suit a mix of needs and have access to public transport.
- Canâ€™t see happening, they have tried for years to make this happen.
- No
- I donâ€™t know enough about this to comment.
- What about the sewage treatment in Warrenpoint
- Need to speed up applications

### Other comments

- Increased recycling targets and giving residents all the tools/equipment/information to do same
- Yes a vote of confidence in the management team. Stop making residents lives worse while continuing to expect them to bail you out by having to pay increasing rates every year
- Downpatrick is a dump, shopfronts and buildings disgraceful, litter everywhere, no flowers or hanging baskets, no bins, parking and traffic situation a mess, roads a mess. Tourist sites not supported or maintained, nothing for kids to do, drug situation out of control, no parks or walks vrs population. Sewage in the river, animal abuse and dog fouling out of control, illegal lotteries not investigated, major drug dealing and money laundering etc etc you could go on for days. It would be interesting to see per capita spend for Downpatrick postcodes vrs the rest of Down. Investigation needed asap. Severe lack of funding vrs amount collected in rates. P.S your website is embarrassing.....everything is out of date....the least you can do is keep the info up to date and accurate.
- They would need to tear the page out and start again. Having delivered on any of their commitments. They donâ€™t even acknowledge emails
- I would like to see your Access to the Countryside Policy implemented in more than a token way. An audit of the current state of the existing public rights of way in the council area should be undertaken (many are blocked or not waymarked). An online map of them all should be published.
- Improve the openness and transparency and accountability of all funding within all council departments. Endeavour to ensure effective performance while guaranteeing value for money, efficiency and excellence.
- Level of council investment in Outdoor facilities and sports clubs which are not field sports.
- Show the number of times an area is monitored and action taken. For example the speed on shore road between Warrenpoint and Rostrevor and the Moygannon Road. 30 speed limit is totally ignored and people do 60/70 but it is NEVER monitored and fines issued. You need to measure the impact of what you have done in practical ways dog fouling, littering are totally spoiling our countryside
- No
- increase in biodiversity by species level, habitat level.
- peoples access to the natural world
- increase in woodland cover
- increase in protected areas to achieve 30 by 30 targets
- reduce carbon to achieve net zero targets
- Resident/ratepayers could be paid low wage/vouchers to litter pick at weekends/evenings. This would be good for residents well-being/fitness who might normally work retail or admin, earn extra cash, and offer council cheaper labour (cheaper than overtime & agency staff). Could be paid with vouchers for local businesses to support our local economy. This would increase pride in the local area.

- Increased footfall in leisure services. Access to leisure services in all areas.
- We will invest and develop the current infrastructure (revitalising and rejuvenating under used, vacant and derelict sites) in our towns and villages to provide suitable facilities for every community.
- We will consult with local communities on what their priorities and needs are from each service area that the council provides and target resources and funding to projects that communities identify as priorities. ( eg Newry Park, reinstatement of Warrenpoint Swimming baths,
- The measurement of success is that everytime the council proposes a projec the majoritu of responses are positive and supportive.
- The measurement of success is that ltowns and villages are rejuvenated thriving and prosperous- and residents feel they get value for miney for their high rate paying
- Stop wasting money on unwanted projects like the mounne gateway (which Newcastle cannot handle the increase of people)and spend the money on more useful things, like fixing the potholes, as the roads are in a terrible state. Town centres are in bad need for repairs to derelict buildings, and help to bring in small businesses to encourage people back in town centres.
- Financial assistance
- Make the process of applying for and spending grants more accessible for community groups/volunteers and more in line with streamlined processes in other councils. Appreciate your volunteers without them the community would be much worse off and the council would have to spend much more money on community development.
- Also community centres/town halls open at accessible times and Not charging a caretaker fee to open in the evenings/weekend - be more proactive in offering out our community halls and advertising the spaces - this will make them more cost effective
- The council is incredibly out-of-touch with the needs of residents, as is evident in these suggested objectives. Frivolous spending on auxilliary needs. Road maintenance, new road infrastructure, expansion of public transport provision, new council housing, fixed wastewater management, healthcare, schools, environmental health etc. These are the basics of a functioning society, and are clearly neglected. It's common sense that they be priority, anything else is shocking misuse of our money. Your suggestions scream "middle-class". The suggestions are mostly comfort based, while the silent majority need the basics I've described.
- More emphasis needed on objective 3
- improve visibility of council management leaders with a real vision for Newry city explained, consulted and delivered
- We want our park!
- Excellent, straightforward and clear objectives for the council to work towards.
- We only have to look at NMDDC sickness/ Absenteesim figures to give a picture of efficiency desires. It seems the Trade Unions actually call the shots in NMDDC



- When something is suggested by council there should be an obligation on council officials to take matters forward. So many ideas wither for lack of follow up and accountability for non action
- I would like the council to be more accessible. Last year I submitted a message from your direct contact message via your website and never received a reply. I followed it up with leaving a message with the receptionist that answered the phone. I never received a reply. That is not customer service.
- Objective 4 should be expanded to include electrical charging network and more cycle routes and dedicated bike parking. Benefits both environmental objectives and tourism, local business in newcastle
- Downpatrick has a first class leisure facility in DLC which is visible in the general numbers of a wide diverse range on ages that us the facility. But opening hours at the weekend are very much lacking and restrict the use of the service for a great number of people. Longer opening hours into the evening is required at the weekends.
- Transport/buses only take change and should take card and very hard to get buses in rural areas.
- The river and canal
- Transport, I can't get home anytime past 6 that's when I have lessons to make my way to and from home.
- Transport - make more efficient
- Public transport - be later at night especially around rural areas.
- Public transport in more rural areas
- More emphasis on the climate and environment and litter
- I strongly suggest that the generic statements listed - action plans and timelines on how these will be achieved is key.

Objectives need to be achievable and measurable . Newry is a beautiful city , the people need educated on preserving our beautiful town - not continue to throw rubbish in the canal or where they feel like it- high quality cameras are needed at the flytipping spots .

I don't see any objective in respect of safety to the public - surely this should be high on the agenda.

Additionally - Hill street once a booming street - small businesses squeezed out to the big shopping centres - hill street needs a plan to bring this place back to life and really support local businesses by encouraging the people back to this street .

Very quick to get rid of our iconic old buildings - one should be harnessing from the hesitation of these old buildings and restore them.

Newry could relish from an old and new town .

Unfortunately, Newry deemed a city but it is still very much a beautiful town not city- it lacks too much to be deemed a city. What benefit does this create by deeming Newry a city - it is far from city status .

One thing that seriously needs to be addressed is the crime & public disruption from alcohol & substance abuse - making Newry a safer city to walk about .

- I think I've covered enough above.
- You need to provide a FREE bulky refuse collection to help with fly tipping - not all can afford Â£10

Also consider going back to making free community skips available

And if trees are overhanging and leaving footpaths dangerous then remove the trees to save both time and money on this issue - trees need to be preserved but they also need to be in places where the leaves can be left to decompose naturally without causing a hazard

- Increase funding and help to the arts and culture.  
A thriving local arts scene will drive the tourist economy and improve mental well-being among all ages.

Supporting actions:

1. Fund I r Cinn Fleadh properly rather than relying on volunteers to run the entire programme on 20k.
2. Work with artists and creatives to successfully complete simplified funding applications.
3. Create and support accessible art spaces.

Measure of success:

1. Increase in tourism economy measured by spending in local industries, increased footfall in public areas, hotel & hospitality income.
  2. A reduction in those seeking MH support.
  3. Monitor national & international coverage of key events such as I r Cinn Fleadh.
- We will seek the views of our population in relation to the delivery of services
  - More effort of cleanliness, refuse collections etc. The likes of Newcastle workers seen on the streets daily carrying out duties of emptying bins etc. Workforce in Newry getting it too handy and not putting full day work in
  - Enable a better customer experience online
  - There is no value to performance improvement objectives if no one is held accountable when they aren't achieved - I'd like to see a named owner on each objective !
  - Bring back Festival of Flight, it is the biggest event in our district and supports the local businesses so much as well as bringing 100k people to the area.
  - Pay your staff correctly and you get a better happier workforce
  - A measured strategy for investment in Downpatrick across all areas!
  - Improvements to roads and infrastructure - poor quality roads and oor infrastructure causes noticeable traffic and congestion issues in significant number of NMD areas

For objective 1, continued improvement of green spaces in particular those of natural beauty, key recent benefits are, Tievenadarragh Wood which has significant footfall, Drumkeeragh forget which also has much increased footfall and recent drawing of visitors e.g. orienteering event, and those of glasswater Wood etc. Which has not only had increased footfall but also hosts other events e.g. the children's outdoor group

- No
- Yes, listen to relate payers regarding people's park.
- More Bins and dog fouling bins
- Live stream the meetings to ensure openness and transparency



### Other improvements

- Better communication with your service users
- The recycling service to be improved.
- I would like to see the various recycling bins along the promenade, main street, and in the various parks and car parks.
- These sets of bins would consist of the normal rubbish bins, plus bins for paper, glass and plastic.
- We don't just need to recycle at home but also encourage it throughout the area.
- I would like a better cleaning service of the pavements in Newcastle. Ever since the Chinese paving was put down, those paving slabs have never been properly cleaned.
- More facilities for the people in Newcastle. For years we have cried out for an indoor swimming pool. I am disabled and cannot easily travel to Downpatrick.
- We also have a large school in the town, so I'm sure that a swimming pool would get use.
- I also think that a bowling alley would be a great asset. This sports facility can be used for all age groups, young, old and disabled. It would also be a facility for residents and visitors, to be used all year round.
- With the addition of a cafe it could also be a socialising area.
- Improve your maintenance in your bin lorries as they are constantly breaking down and out bins are frequently not emptied. Maybe change lease on them with the provider when purchasing bin lorry to save on costs and maintenance time. Free car parking for
- the small towns as the shops are struggling and this would be welcome also reduction in business rates would be welcome all over to help improve the economy and support business owners. There seems to be a lot of empty shops around NI and a lot of businesses closing due to the rising costs.
- Cycling and electric charging infrastructure
- Longer opening hours into the evening is required at the weekends at DLC
- Deliver the Albert Basin Park
- Abandoned buildings
- Diversity
- Concerts
- More diversity
- More concerts
- Diversity - all over
- Concerts / large events held in Newry
- Make areas attractive
- Empty shops etc. make the area unattractive
- More leisure facilities young people friendly, costs quite often prevent us using facilities.
- More diversity. More Concerts
- Abandoned buildings. Diversity. Concerts
- Keep things running smoothly

## Objective Delivery Plans 2023-24

Delivery Plans have been developed to demonstrate the arrangements which have been put in place to support the effective implementation of each performance improvement objective. They provide an overview of:

- Responsible Officers
- Alignment with the Community Plan and Corporate Plan
- Governance arrangements for the Performance Improvement Plan
- Meeting the seven legislative criteria
- 'Supporting actions' and 'measures of success'
- Links to existing plans and strategies
- Resources
- Governance arrangements

In recognition of the dynamic nature of the information included within the Objective Delivery Plans, they should be considered as a 'work in progress', subject to change to a continuous basis.



## Performance Improvement Objective 1

We will improve the health and wellbeing of local people by improving our leisure facilities and services	
<b>Responsible Officers</b>	<b>Director:</b> Activity and Healthy Communities <b>Assistant Directors:</b> Leisure and Sport
<b>Link to Community Plan</b>	<p>All people in Newry, Mourne and Down enjoy good health and wellbeing</p> <p><b>Link to Corporate Plan 2021-23</b></p> <p>Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities Enable and support people to engage in inclusive and diverse activities in their communities</p>
<b>Governance: Performance Improvement Plan 2023-24</b>	<ul style="list-style-type: none"> <li>Mid Year Progress Report of the Performance Improvement Plan 2023-24 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee.</li> <li>Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee.</li> </ul>
<b>Meeting the legislative criteria</b>	<p><b>Strategic Effectiveness:</b> Aligned to community planning outcomes and corporate objectives. Achieving this objective will deliver real benefits and outcomes for local communities and other key stakeholders.</p> <p><b>Service Quality:</b> The quality of services will continue to improve through the planned increase in the number and variety of classes being offered, as well as health promotions taking place.</p> <p><b>Service Availability:</b> The continued progression and delivery of Council leisure projects will improve access to and availability of key leisure services and contribute towards the improvement of people's health and wellbeing.</p> <p><b>Fairness:</b> Includes opportunities for people across Section 75 categories to access the Council's leisure centres.</p>
What we are going to do	
Supporting Action	Measures of Success
Progress the leisure projects agreed within the capital programme	<p><b>Link to existing Plan/Strategy</b></p> <p>AHC Business Plan 2023-24 Capital Works Programme</p> <p><b>Resources</b></p> <p>Amount agreed under the capital plan.</p> <p><b>Governance Arrangements</b></p> <p>Annual and bi-annual assessments of the AHC Business Plan 2023-24 Ongoing monitoring of projects within the Capital Plan</p> <p><b>Responsible Officers</b></p> <p>Assistant Director Leisure and Sport Assistant Director Capital and Procurement</p>



Continue to Progress and implement the review of leisure services	AHC Business Plan 2023-24	New job descriptions and structures in place	Within the resources of the AHC Directorate	Annual and bi-annual assessments of the AHC Business Plan 2023-24	Assistant Director Leisure and Sport
Increase in paid attendances at indoor leisure facilities as part of the Covid Recovery Plan	AHC Business Plan 2023-24	Target set at 750,000 across the 6 leisure sites for 2023-24	Within the resources of the AHC Directorate	Annual and bi-annual assessments of the AHC Business Plan 2023-24	Assistant Director Leisure and Sport Head of Indoor Leisure
Increase the number of people participating in targeted health programmes such as PARS, Be Active Health and Macmillan Move More	AHC Business Plan 2023-24	Target of 9,400 people to be participating in targeted health programmes	In partnership with the Southern and South Eastern Health Trusts	Annual and bi-annual assessments of the AHC Business Plan 2023-24 Reporting back to Health Trusts	Assistant Director Leisure and Sport Head of Indoor Leisure Sports Development Officer
Increase the number of young people participating in targeted youth health and wellbeing initiatives such as seasonal activity programmes and £1 summer promotions	AHC Business and Service Plans 2023-24	Target of 20,000 young people participating in targeted youth health and wellbeing initiatives	Within the resources of the AHC Directorate	Annual and bi-annual assessments of the AHC Business Plan 2023-24	Assistant Director Leisure and Sport Head of Indoor Leisure
Maintain the number of recorded visits to the Council's community trails	AHC Business Plan 2023-24	Number of recorded visits in 2023-24: 1. Saul GAC - 2018/19, Downpatrick.	2023-24 SLA with ORNI: Going to committee in June	Annual and bi-annual assessments of the AHC Business Plan 2023-24	Assistant Director: Leisure and Sport Head of Outdoor Leisure

			<p>2. Ballymahinch Rugby Club - 2018/19, Rowallane.</p> <p>3. Drumkeeragh Forest - 2019/20, Slieve Croob.</p> <p>4. Trevenadarragh Forest - 2019/20 Slieve Croob.</p> <p>5. Seaford Plantation &amp; Corry Wood - 2019/20, Slieve Croob.</p> <p>6. Daisy Hill Wood 2020/21, Newry.</p> <p>7. Aughrim Hill 2020/21, Mourmes.</p> <p>8. Glendiesha Forest Trail, Forkhill, 2021/22, Slieve Gullion.</p> <p>9. Lough Park/Windmill Hill Trail, Ballymahinch 2021/22, Rowallane</p> <p>10. Trevenadarragh Forest Car Park, 2021/22, Slieve Croob.</p>		Community Trail Management and Prioritisation Framework	
Implement a 'Mystery Visitor' Program for Indoor Leisure	AHC Business Plan 2023-24 Leisure and Sport Service Plan	Program Implemented and baseline established	Within the resources of the AHC Directorate	Annual and bi-annual assessments of the AHC Business Plan and Service Plan 2023-24	Assistant Director: Leisure and Sport Head of Indoor Leisure	
<b>Risk Management</b>						
<b>Risks</b>						
Leisure facilities do not achieve the projected paid attendance levels						
Targeted groups do not engage in physical activity programmes						
Capital Projects do not go ahead						
Targeted promotional and publicity campaigns including online campaigns are being carried out.						
Programmes are managed, monitored and publicised effectively across the District.						
Budgets have been set to include the leisure centre capital projects.						

## Performance Improvement Objective 2

We will grow the economy by supporting local businesses and creating new jobs			
<b>Senior Responsible Officer</b>	<b>Director:</b> Enterprise, Regeneration and Tourism <b>Assistant Director:</b> Enterprise, Employment and Regeneration		
<b>Link to Community Plan</b>	All people in Newry, Mourne and Down benefit from prosperous communities	<b>Link to Corporate Plan 2021-23</b>	Invest in and support new and growing businesses, job creation and employment skills
<b>Governance: Performance Improvement Plan 2023-24</b>	<ul style="list-style-type: none"> <li>Mid Year Progress Report of the Performance Improvement Plan 2023-24 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee.</li> <li>Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee.</li> </ul>		
<b>Meeting the legislative criteria</b>	<p><b>Strategic Effectiveness:</b> Aligned to community planning outcomes and corporate objectives, and will deliver tangible benefits to citizens, local businesses and social enterprises.</p> <p><b>Service Quality:</b> The quality of services available to businesses and stakeholders will improve through the broad range of economic development programmes available.</p> <p><b>Service Availability:</b> The continued roll-out of programmes to businesses, social enterprises and fishing dependent communities will improve access to and availability of key services, as well as the overall quality of life in the District.</p> <p><b>Innovation:</b> Implicit within this objective are innovative, forward looking ways to promote / create new jobs and support businesses / social enterprises across the District.</p>		
What we are going to do			
Supporting Action	Link to Thematic Plan/Strategy	Measures of Success	Responsible Officers
Roll-out the NMD 'Make it Local' and 'A Place to Work' campaigns to safely stimulate footfall and revitalise our local economy	Regeneration and Economic Development Strategy 2020-25	Communication and Engagement Implementation Plan delivered	Assistant Director: Enterprise, Employment and Regeneration  Head of Regeneration and Business Development
Support the creation of new businesses, support existing	Corporate Plan 2021-23	Number of business plans created for start-	NMD A Place to Work – monitoring arrangements through the Labour Market Partnership  Make it Local – Monitoring arrangements through the ERT Committee  Monthly meetings of the regional Management Team
		NMD contribution: £168k	Assistant Director: Enterprise, Employment and Regeneration



businesses and promote new jobs through the new Entrepreneurship Support Service	Regeneration and Economic Development Strategy 2020-25 ERT Business Plan 2023-24	up businesses and employer enterprises  Number of new jobs promoted through business start-up activity  Number of new businesses & employer enterprises supported to start up  Number of existing businesses supported to progress growth and scaling ambitions	Regional programme led by Belfast City Council	Annual and bi-annual assessments of the ERT Business Plan 2023-24	Head of Regeneration and Business Development
Invest in the social economy through the Social Enterprise programme		Number of social enterprise start ups supported  Number of social enterprise jobs created	Social Enterprise Programme: £51k	Quarterly meetings with Newry Enterprise Agency  Annual and bi-annual assessments of the ERT Business Plan 2023-24	Assistant Director: Enterprise, Employment and Regeneration  Head of Regeneration and Business Development  Enterprise Development Officers
<b>Risk Management</b>					
<b>Risks</b>					
Failure to deliver the economic development programmes to support the economic recovery of the District.					
The impact of Brexit and a non-functioning executive on delivering the various economic development programmes and achieving targets					
Lack of interest in and applications made to participate in programmes					
			<b>Actions and Controls to Mitigate Against Risks</b>		
All programmes to be in place with robust management and governance arrangements.					
Ongoing monitoring of key influences and economic development support adjusted to meet local demand.					
Publicity campaigns delivered through online and social media platforms. Signposting service in place.					

### Performance Improvement Objective 3

We will improve the cleanliness of our District by reducing littering, fly tipping and dog fouling					
<b>Senior Responsible Officer</b>	<b>Director:</b> Sustainability and Environment <b>Assistant Directors:</b> Waste Management / Health and Wellbeing				
<b>Link to Community Plan</b>	All people in Newry, Mourne and Down benefit from prosperous communities <b>Link to Corporate Plan 2021-23</b> Enhance, protect and promote our environment				
<b>Governance: Performance Improvement Plan 2023-24</b>	<ul style="list-style-type: none"> <li>Mid Year Progress Report of the Performance Improvement Plan 2023-24 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee</li> <li>Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee</li> </ul>				
<b>Meeting the legislative criteria</b>	<p><b>Strategic Effectiveness:</b> Aligned to community planning outcomes and corporate objectives and will deliver real benefits and outcomes to local citizens.</p> <p><b>Service Availability:</b> The availability of key services will improve, through support for community led initiatives and access to funding through 'Live Here Love Here' campaigns.</p> <p><b>Innovation:</b> The Council has introduced innovative ways to improve civic and community pride across the District, as evidenced through support for Community Clean ups, Enforcement Improvement Plan, continued engagement with Keep NI Beautiful and the development of mobile apps to report and record environmental crime, identify emerging issues and address 'hotspots' across the District.</p> <p><b>Sustainability:</b> Initiatives to encourage public participation in key campaigns, promote responsible dog ownership and reduce levels of littering, fly tipping and dog fouling will empower residents and support the delivery of a more sustainable service and cleaner District in the future.</p>				
What we are going to do					
Supporting Action	Link to Thematic Plan/Strategy	Measure of Success	Resources	Governance Arrangements	Responsible Officers
Address issues around littering, fly tipping and dog fouling by:  Implementing the Enforcement Improvement Plan	Corporate Plan 2021-23 Enforcement Action Plan Sustainability and Environment	LEAMS score (Keep NI Beautiful Cleanliness Index)  Number of fixed penalty notices issued	Within existing resources	Annual and bi-annual assessments of the Sustainability and Environment Directorate Business Plan 2023-24	Assistant Director: Waste Management  Head of Waste Processing

<p>Promoting responsible dog ownership through publicity and social media campaigns</p> <p>Working with Louth County Council to raise awareness of the impact of fly tipping along the border area</p> <p>Encouraging residents to bring properly sorted surplus recyclable waste to our Household Recycling Centres</p>	<p>Directorate Business Plan 2023-24</p>	<p>(littering and dog fouling)</p> <p>Number of fixed penalty notices paid (littering and dog fouling)</p> <p>The percentage of household waste collected by District Councils that is sent for recycling</p> <p>The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled</p> <p>The amount of Local Authority Collected Municipal Waste arisings</p>		<p>Ongoing assessments of the Dog Fouling Strategy and Enforcement Action Plan</p>	<p>Head of Waste Management</p>
<p>Implementation of a Paint Re-Use Scheme at 7 Household Recycling Centres throughout the district</p>	<p>SE Directorate Business Plan 2023-24</p>	<p>Reduction in the disposal of paint from our Household Recycling Centre sites.</p>	<p>Within existing resources</p>	<p>Annual and bi-annual assessments of the SE Directorate Business Plan 2023-24</p>	<p>Assistant Director: Waste Management Head of Waste Processing</p>
<p>Support local community clean ups, Participate in the Keep NI Beautiful 'Live Here Love Here' campaign</p>	<p>Active and Healthy Communities Directorate Business Plan 2023-24</p>	<p>Number of community clean ups supported</p>	<p>Within existing resources</p>	<p>Annual and bi-annual assessments of the AHC Directorate Business Plan 2023-24</p>	<p>Assistant Director: Health and Wellbeing</p>



Encourage community groups to 'Adopt a Spot'		Number of 'Live Here Love Here' environmental projects Number of community groups to 'Adopt a Spot'			
Commission surveys to monitor street cleanliness and identify emerging issues and hotspots Highlight the impact of littering on the marine environment	SE Directorate Business Plan 2023-24	Surveys commissioned Work commenced in relation to littering and the marine environment	Within existing resources	Annual and bi-annual assessments of the NS Directorate Business Plan 2023-24	Assistant Director: Waste Management Head of Waste Processing
<b>Risk Management</b>					
<b>Risks</b>					
<b>Stakeholders do not get involved in community clean up's and 'Live Here Love Here' campaigns</b>					
Failure to improve the level of street cleanliness and reduce the level of littering, dog fouling and fly tipping					
Failure to achieve the statutory targets for waste management					
<b>Actions to Mitigate Against Risks</b>					
All initiatives are promoted and publicised across the District, through social media, website, liaison with Council employees and word of mouth. The Council has a number of initiatives in place to encourage civic pride in the local area, promote responsible dog ownership, report littering and use enforcement action. Programmes are in place to increase the rate of recycling and reduce the amount of waste sent to landfill.					

## Performance Improvement Objective 4

We will improve our sustainability and reduce our impacts in relation to climate change				
<b>Senior Responsible Officer</b>	<b>Director:</b> Active and Healthy Communities / Sustainability and Environment <b>Assistant Director:</b> Health and wellbeing / Waste Management			
<b>Link to Community Plan</b>	All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment	<b>Link to Corporate Plan 2021-23</b> Enhance, protect and promote our environment		
<b>Governance: Performance Improvement Plan 2023-24</b>	<ul style="list-style-type: none"> <li>Mid Year Progress Report of the Performance Improvement Plan 2023-24 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee</li> </ul>			
<b>Meeting the legislative criteria</b>	<p><b>Strategic Effectiveness:</b> Aligned to community planning outcomes and corporate objectives and will deliver real benefits and outcomes to citizens.</p> <p><b>Efficiency:</b> The procurement and availability of younger, less polluting cars as well as cars with alternative fuel sources will provide a more efficient and effective service to our customers as well as working towards protecting our environment.</p> <p><b>Innovation:</b> Innovative mechanisms to allow more people access electric cars by providing more electric charging points will hopefully assist in the increase of cars with alternative fuel sources</p> <p><b>Sustainability:</b> Implementing the Council's fleet replacement programme to ensure younger, less polluting cars as well as cars with alternative fuel sources are within our fleet which allows for the delivery of a more sustainable service across the District.</p>			
Supporting Action	What we are going to do			
	Link to Thematic Plan/Strategy	Measure of Success	Resources	Governance Arrangements

<p>Implement the Council's Fleet Replacement Programme</p>	<p>Sustainability and Environment Directorate Business Plans 2023-24</p>	<p>% of Council fleet younger than 8 years Number of cars in Council fleet with alternative fuel source</p>	<p>Within existing resources</p>	<p>Annual and Bi-annual assessment of the AHC and SE Directorate Business Plans 2023-24 Reports considered and approved by the AHC and SE Committees</p>	<p>Director: Sustainability and Environment Assistant Director: Health &amp; Wellbeing</p>
<p>Development of the following strategies and plans:</p> <ul style="list-style-type: none"> <li>Climate change and sustainable development strategy</li> <li>Newry, Mourne and Down Biodiversity Strategy 2023-28</li> <li>Climate Change Adaptation Plan</li> </ul>	<p>Active and Healthy Communities Directorate Business Plans 2023-24 Sustainability and Environment Directorate Business Plans 2023-24</p>	<p>All strategies and plans developed</p>	<p>Annual and Bi-annual assessments of the AHC Directorate Business Plan 2023-24 Reports considered and approved by the AHC Committee Annual and Bi-annual assessments of the SE Directorate Business Plan 2023-24 Reports considered and approved by the SE Committee</p>	<p>Director: Sustainability and Environment Assistant Director: Health &amp; Wellbeing</p>	<p>Annual and Bi-annual assessments of the AHC Directorate Business Plan 2023-24 Reports considered and approved by the AHC Committee</p>
<p>Undertaking a baseline of the Council's carbon footprint</p>	<p>Active and Healthy Communities Directorate Business Plans 2023-24</p>	<p>Baseline established</p>		<p>Annual and Bi-annual assessments of the AHC Directorate Business Plan 2023-24 Reports considered and approved by the AHC Committee</p>	



Implementing the Council's Tree Strategy	Sustainability and Environment Directorate Business Plans 2023-24	Number of trees planted on Council managed estate	Working with external partners as well as within existing resources	Annual and Bi-annual assessments of the SE Directorate Business Plan 2023-24 Reports considered and approved by the SE Committee	Assistant Director: Facilities Management and Maintenance
<b>Risk Management</b>					
<b>Risks</b>					
Delivery issues with vehicles ordered					
Trees not taking root and dying					
Too many plans and strategies to be complete and not getting done on time					
<b>Actions to Mitigate Against Risks</b>					
Getting approval for vehicles in time and ordering early to mitigate against time delays on delivery					
Planting the whips and trees at the appropriate time for the best results and maintaining care throughout the planting process					
Timetabling the process and adding additional resources when required.					

### Performance Improvement Objective 5

## We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme

<b>Senior Responsible Officer</b>	<b>Director:</b> Enterprise, Regeneration and Tourism <b>Chief Planner</b>		
<b>Link to Community Plan</b>	All people in Newry, Mourne and Down benefit from prosperous communities	<b>Link to Corporate Plan 2021-23</b>	Provide accessible, high quality and integrated services through continuous improvement
<b>Governance: Performance Improvement Plan 2023-24</b>	<ul style="list-style-type: none"> <li>Mid Year Progress Report of the Performance Improvement Plan 2023-24 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee</li> <li>Annual Assessment of Performance 2022-23 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee</li> </ul>		
<b>Meeting the legislative criteria</b>	<p><b>Strategic Effectiveness:</b> Aligned to community planning outcomes and corporate objectives and will deliver real benefits to citizens.</p> <p><b>Service Quality:</b> The implementation of the Planning Service Improvement Programme and the new planning portal has, and will continue to improve the quality of the service provided by reducing the processing times of applications.</p> <p><b>Service Availability:</b> Improved availability of the Planning Service, focused on reducing processing times, will contribute to the sustainable development of Newry, Mourne and Down.</p> <p><b>Efficiency:</b> The purpose of the Planning Service Improvement Programme is to improve the overall efficiency and effectiveness of the service, by seeking to make better use of the resources available.</p>		
What we are going to do			
Supporting Action	Link to Thematic Plan/Strategy	Measure of Success	Responsible Officers
Reduce the number of live planning applications and enforcement cases which have been in the system for over 12 months  Work with agents and architects to improve the standard of planning applications submitted	ERT Business Plan 2023-24	<p>Average processing time for local planning applications (weeks)</p> <p>Average processing time of major planning applications (weeks)</p> <p>Percentage of planning enforcement cases progressed within 39 weeks</p>	Chief Planner
		Within existing resources	Annual and bi-annual assessments of the ERT Business Plan 2023-24

<p>Support employees to deliver service improvements through ongoing training, capacity building and 'planning surgeries'</p>		<p>Number of planning applications in the system for 12-18 months Number of planning applications in the system for less than 12 months Number of enforcement cases in the system 12 months or more</p>	<p>Within existing resources</p>	<p>Annual and bi-annual assessments of the ERT Business Plan 2023-24</p>	<p>Chief Planner</p>
<p>Effectively implement the new electronic planning system</p>	<p>ERT Business Plan 2023-24</p>	<p>Successful implementation</p>			
<p><b>Risks</b></p>			<p><b>Risks Management</b></p>		
<p>Failure to meet the statutory performance standards for processing planning applications, enforcement cases.</p>			<p><b>Actions to Mitigate the Risks</b></p> <p>The Planning Service Improvement Programme outlines the key areas for improvement, with progress being monitored and reported on a regular basis.</p>		
<p>The Council does not reduce the number of live planning applications and enforcement cases in the system</p>			<p>The Planning Service Improvement Programme outlines the key areas for improvement, with progress being monitored and reported on a regular basis.</p>		



<b>Report to:</b>	Strategy Policy and Resources Committee
<b>Date of Meeting:</b>	15 June 2023
<b>Subject:</b>	Directorate Business Plans
<b>Reporting Officer (Including Job Title):</b>	Marie Ward – Chief Executive Josephine Kelly – Director: Corporate Services
<b>Contact Officer (Including Job Title):</b>	Marie Ward – Chief Executive Josephine Kelly – Director: Corporate Services

Confirm how this Report should be treated by placing an x in either:-

For decision	X	For noting only	
<b>1.0</b>			<b>Purpose and Background</b>
1.1			<p>Directorate Business Plans provide an overview of planned activity for the year ahead, and contribute to the delivery of the Community Plan, Corporate Plan and other key plans and strategies. They form an essential part of the Council's Business Planning and Performance Management Framework, which demonstrates how corporate objectives are cascaded across the organisation and provides assurance that they are being delivered.</p> <p>As Directorate Business Plans are directly aligned to the achievement of the Corporate Plan, they remain fairly high level, and do not necessarily capture the core, business as usual activity that is undertaken by individual departments. Alternatively, they provide an insight into the key, overarching objectives, supporting actions and measures of success for each Directorate in the year ahead, whilst setting the context for the development of departmental Service Plans which are operational in nature.</p>
<b>2.0</b>			<b>Key issues</b>
2.1			<p><b>Assessment of Directorate Business Plans 2022-23</b></p> <p>In order to improve transparency and accountability, and facilitate a performance led approach to business planning, each Directorate has undertaken an assessment of their Business Plan 2022-23. These assessments provide an overview of the performance of each Directorate and have been used to influence the development of the 2022-23 Business Plans. This exercise is an important part of the Council's statutory responsibility to strengthen the way performance is monitored, reviewed and reported across the organisation.</p> <p>The assessment of the Chief Executive's Business Plan and Corporate Services Directorate Business Plan 2022-23 are attached at Appendices 1 and 2.</p>
2.2			<p><b>Directorate Business Plans 2023-24</b></p> <p>Directorate Business Plans 2023-24 outline the key objectives, supporting actions and measures of success each Directorate will work towards, which are aligned to the strategic objectives within the Corporate Plan 2021-23. Directorate Business Plans are also aligned to the current organisational structure and may be subject to amendment as 'Planning for the Future' progresses.</p>

	The Chief Executive's Business Plan and Corporate Services Directorate Business Plan 2023-24 are attached at Appendices 3 and 4.
2.3	It should be noted that further improvements to the business planning process are underway across the Council, particularly in relation to cascading corporate objectives in a meaningful way to employees through the introduction and roll-out of Service Plans and People Perform Grow. This process seeks to improve the use of performance measures at all levels of the Business Planning and Performance Management Framework and create a clear 'line of sight' between the work of individuals, teams and departments, and how they contribute to the achievement of Directorate Business Plans and the Corporate Plan.
<b>3.0</b>	<b>Recommendations</b>
3.1	To consider and agree the: <ul style="list-style-type: none"> <li>• Assessment of the Chief Executive's Business Plan and Corporate Services Directorate Business Plan 2022-23</li> <li>• Chief Executive's Business Plan and Corporate Services Directorate Business Plan 2023-24</li> </ul>
<b>4.0</b>	<b>Resource implications</b>
4.1	There are no financial resources implications within this report.
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>

5.3	<p><b>Proposal initiating consultation</b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i> Consultation not required.</p>
6.0	<p><b>Due regard to Rural Needs (please tick all that apply)</b></p>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input checked="" type="checkbox"/></p>
7.0	<p><b>Appendices</b></p> <ul style="list-style-type: none"> <li>• Appendix 1 – Assessment of the Chief Executive’s Business Plan 2022-23</li> <li>• Appendix 2 – Assessment of the Corporate Services Directorate Business Plan 2022-23</li> <li>• Appendix 3 – Chief Executive’s Directorate Business Plan 2023-24</li> <li>• Appendix 4 – Corporate Services Directorate Business Plan 2023-24</li> </ul>
8.0	<p><b>Background Documents</b></p>
	<ul style="list-style-type: none"> <li>• Directorate Business Plans 2022-23</li> <li>• Assessments of Directorate Business Plans 2021-22</li> </ul>



# Chief Executive's Department

## Annual Assessment Business Plan 2022-23



## Introduction

This report provides an overview of progress in delivering the Business Plan 2022-23 for the Chief Executive’s Department, across the following service areas:




- Business Transformation
- Performance and Improvement
- Evidence and Research
- Community Planning
- Democratic Services

The delivery of the Chief Executive’s Departmental Business Plan 2022-23 supports the achievement of all community planning outcomes and corporate objectives, specifically the corporate objectives outlined below. Performance has also been tracked using the legend below.

**Provide accessible, high quality and integrated services through continuous improvement**





**Advocate with others for the benefit of all people of the district**

### Legend





Status	
	Target or objective achieved / on track to be achieved
	Target or objective partially achieved / likely to be achieved / subject to delay
	Target or objective not achieved / unlikely to be achieved


## Chief Executive's Department






Key Office Objectives / Actions
<p><b>Community Planning</b> – Work with partners to lead the implementation of the Community Plan and deliver better outcomes for local people.</p> <p><b>Evidence and Research</b> – Develop a robust and reliable evidence base to underpin and inform future decision-making and policy development processes.</p> <p><b>Performance and Improvement</b> – Support the development of a performance improvement culture by embedding effective performance management arrangements.</p> <p><b>Democratic Services</b> – Support the decision making and political governance structures of the Council.</p>


Community Planning			
OBJECTIVE	ALIGNMENT WITH CORPORATE PLAN		
<b>Work with partners to lead the implementation of the Community Plan and deliver better outcomes for local people</b>	Advocate with others for the benefit of all people of the district		
Action	Timescale	Status	Progress
Support the Strategic Stakeholder Forum in progressing priority projects, in relation to the Ukraine Crisis and social supermarkets	Q1 onwards		Information pack developed for Ukrainian support centre and distributed through Citizens Advice NMD. Scoping study complete in relation to social supermarket provision
Facilitate three Community Planning Partnership Board meetings	Q1 onwards		Community Planning Partnership Meetings held in May, September, and February 2022/23.
Progress the implementation of agreed actions within the 14 community planning priority subgroups and identify future workstreams	Q1 onwards		Actions continue to be developed. Actions in relation to digital poverty and active travel have now been designated as complete by the Partnership.
Organise three Participatory Budgeting celebration events and publish feedback report	Q1 – Q2		Three PB celebratory events were held in Downpatrick, Newry and







			Newcastle with 36 community groups attending. Participatory Budgeting brochure (including project scorecard) completed and presented to the Partnership
In collaboration with the Department for Communities, facilitate the 'People and Place' review for the District	Q1 onwards		On-going.
In collaboration with the Strategic Stakeholder Forum, conclude and evaluate the Community Foundation NI supported Citizens' Panel for the District	Q3		Initial project has been concluded and funding secured to extend the civic engagement platform for a further 12 months.
Prepare, progress and publish the Community Planning review	Q4		7 workshops engaging the community planning partners and stakeholders were conducted throughout 2022/23. Recommendation were presented to and adopted by the CPP.
Work with Community Planning partners to progress the development and implementation of further Participatory Budgeting projects across the District	Q4		PB workshop is now intended for 2023/24

Evidence and Research			
<b>OBJECTIVE</b> Develop a robust and reliable evidence base to underpin and inform future decision-making and policy development processes	ALIGNMENT WITH CORPORATE PLAN		
	Provide accessible, high quality and integrated services through continuous improvement		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Provide Geographic Information System (GIS) and	Q1 onwards		On-going. Analysis includes mapping of employees to address NI equality

data analytics support across the organisation			commission requirements, crime and planning data
Work with internal departments to develop service specific GIS applications to support service delivery	Q1 onwards		On-going. Examples include litter bin survey app, radon viewer and town signage viewer
Facilitate effective stakeholder consultation and engagement through online surveys and the NMD Citizens Panel	Q1 onwards		On-going. Examples include Community Planning Engagement, EA Youth Provision and Social Supermarket Engagement
Undertake the 2022 residents survey to inform the development of the Corporate Plan 2023-27 and review of the Community Plan	Q3		Survey carried out August/September 2022 results were presented to Elected Members SMT/ CMT and were incorporated into the review of the Community Plan and Corporate Plan.
Update baseline data for the Corporate Plan, Community Plan and departmental requirements	Q3 - Q4		The review of community planning indicators is now complete and has been agreed by the board. Baseline data for the Corporate plan is updated.
Develop a series of project scorecards for internal and community planning projects	Q3 - Q4		Examples include Participatory Budgeting Scorecards and Warm hub score cards




Performance and Improvement			
<b>OBJECTIVE</b> Support the development of a performance improvement culture by embedding effective performance management arrangements	ALIGNMENT WITH CORPORATE PLAN		
	Provide accessible, high quality and integrated services through continuous improvement		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Prepare and publish the Performance Improvement Plan 2022-23	Q1		The Performance Improvement Plan was published on the corporate website before 30 June




			2022, in line with the statutory timescale.
Prepare and publish the Assessment of Performance 2021-22	Q2		The Assessment of Performance 2021-22 provides an overview of progress in relation to the Corporate Plan 2021-23 and Performance Improvement Plan 2022-23, and was published before 30 September 2022, in line with the statutory timescale. The summary document entitled 'Our Performance Looking Back, Going Forward' was also published on the corporate website.
Facilitate the Performance Audit and Assessment and implement the 'proposals for improvement' put forward by the Local Government Auditor	Q2/Q3		Following the Performance Audit and Assessments, the NI Audit Office has issued both the 2022-23 S95 report. The Council continues to comply with the statutory Duty of Improvement and implement the proposals for improvement.
Develop the 2023-24 performance improvement objectives, in line with the Corporate Plan	Q3/Q4		The draft performance improvement objectives 2022-23 have been developed and the public consultation and engagement process completed in May 2023.
Strengthen the alignment across the Business Planning and Performance Management Framework and co-ordinate the business and service planning process	Q1 onwards		The alignment across the Business Planning and Performance Management Framework continues to strengthen through the Corporate Plan, Performance Improvement Plan, Directorate Business Plans, Service Plans and People Perform Grow, which enables teams and employees to identify their contribution to achieving







			strategic outcomes and objectives.
Progress and finalise the Outline Business Case for an electronic Performance Management System	Q2		The Council has developed and finalised the Outline Business Case for the electronic performance management system, which was approved by the IT Projects Group in July 2022

**Democratic Services**

OBJECTIVE	ALIGNMENT WITH CORPORATE PLAN		
<b>Support the decision making and political governance structures of the Council</b>	Advocate with others for the benefit of all people of the district		
Action	Timescale	Status	Progress
Provide administrative and governance support to the Council, Standing Committees, PCSP/Policing Committee and ad-hoc Working Groups	Q1 onwards		The Department continues to provide administrative and governance support to the monthly meetings of Council and its Standing Committees, as well as the quarterly meetings of the Audit Committee. Action sheets for each meeting are instrumental in monitoring and tracking progress in implementing Council decisions. Hybrid working continues however attendance in the chambers is being encouraged.
Prepare for the local government elections in May 2023	Q1 – Q4		Elections took place in May. Newly elected Councillors have been provided with their equipment and an induction programme is ongoing.
Organise the annual meeting of the Council and manage the appointment to positions of responsibility for the Council and Committees	Q1		The annual meeting of the Council took place in June 2022 and Elected Members were appointed to designated positions of responsibility for 2022-23, as well as the first term of

			Council in relation to political party representation.
Organise and publish the programme of Council and Committee meetings	Q1		The programme of Committee meetings for 2022-23 were organised, agreed and published on the corporate website.
Organise an induction, training and capacity building programme to support Elected Members in fulfilling their roles and responsibilities, including e-learning, Code of Conduct, Standing Orders, Decision Time, Safeguarding, Data Protection and Performance Management	Q1 onwards		Elected Members were invited to attend a number of training courses on Decision Time and Equality Training. A range of conferences organised by NILGA, National Association of Councillors and APSE were also attended by Elected Members.
Commence preparations to re-attain the Elected Development Charter for NMDDC	Q1/Q2		Initial Elected Member Development Working Group was held on 22 August 2022 however only 2 Members attended.
Support the Chairperson and Vice-Chairperson in carrying out their role(s) as First Citizen(s)	Q1 onwards		The Chairperson and Vice Chairperson have a designated resource within the Council to support them in fulfilling their role(s) as First Citizen(s). The Chairperson hosted 34 civic receptions and attended 387 official events across the District.

Measures of Success			
Measure	Actual	Status	Explanation
Compliance with the statutory Duty of Improvement			
Compliance with the statutory Duty of Community Planning			
The number of events hosted on behalf of the Chairperson	34		Receptions held to recognise milestone achievements for groups and organisations throughout the District. Largest of these being the Chairperson's Civic Awards.

The number of official events attended by the Chairperson/Vice Chairperson	387		The Chairperson, Deputy Chairperson or Chairs of Committees in their stead attended a vast range of events across the District including photocalls, sporting events, cultural events and community festivals.
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# Corporate Services

## Annual Assessment Business Plan 2022-23



**Introduction**

This report provides an overview of progress in delivering the Corporate Services Business Plan 2022-23, across the following service areas:

- Finance, including Procurement
- Human Resources, including Safeguarding
- Corporate Planning and Policy, including Communications and Marketing
- Administration, including Legal Services, Compliance and Registration Services
- Information Technology
- Estates and Capital projects, including Health and Safety and Emergency Planning

The delivery of the Corporate Services Business Plan 2022-23 supports the achievement of all corporate objectives, particularly the following corporate objectives, and performance has been tracked using the legend below.

**Provide accessible, high quality and integrated services through continuous improvement**

**Invest in and support new and growing businesses, job creation and employment skills**



**Enhance, protect and promote our environment**

**Legend**








Status	
	Target or objective achieved / on track to be achieved
	Target or objective partially achieved / likely to be achieved / subject to delay
	Target or objective not achieved / unlikely to be achieved


## Directorate objectives, supporting actions and measures of success

Key Office Objectives / Actions	
<b>Administration</b>	
<ul style="list-style-type: none"> <li>• Provide a Corporate Compliance Service</li> <li>• Deliver a Corporate Business Support Service and Registration Service</li> <li>• Provide a Corporate Legal Support Service</li> </ul>	
<b>Corporate Planning and Policy</b>	
<ul style="list-style-type: none"> <li>• Provide a Corporate Planning and Corporate Policy function, including including statutory duty compliance and Irish Language</li> <li>• Provide a corporate Communications and Marketing service including digital communications</li> </ul>	
<b>Estates and Capital</b>	
<ul style="list-style-type: none"> <li>• Provide adequate Emergency Planning and response</li> <li>• Provide appropriate Health and Safety and Insurance provision</li> <li>• Provide strategic Estate Management and Capital Project support to Council</li> </ul>	
<b>Finance</b>	
<ul style="list-style-type: none"> <li>• Provide an efficient finance function</li> <li>• Ensure appropriate risk management arrangements in place</li> <li>• Provide an effective procurement service</li> </ul>	
<b>HR and Safeguarding</b>	
<ul style="list-style-type: none"> <li>• Provide a professional HR service all employment matters, including employee relations, resourcing and development</li> </ul>	
<b>IT</b>	
<ul style="list-style-type: none"> <li>• Provide a highly available, accessible, and secure IT environment to support Council services.</li> <li>• Provide technical input and support to digital transformation projects</li> </ul>	

Administration			
OBJECTIVE	ALIGNMENT WITH CORPORATE PLAN		
<b>Provide a Corporate Compliance Service</b>	Provide accessible, high quality and integrated services through continuous improvement		
Action	Timescale	Status	Progress
When ratified by the NI Assembly, implement the new Retention and Disposal Schedule	Q3		This target remains outstanding due to the absence of the NI Assembly – all internal work completed.
Develop an Electronic Document Records Management System Outline Business Case	Q3		Draft EDRMS OBC developed 16 February 2023 - submitted for internal consideration.







Update Records Management and Access to Information Policy and Procedures	Q4		Necessary updates are captured with both policies review dates occurring during 2023/24.
<b>OBJECTIVE</b> <b>Deliver a Corporate Business Support Service and Registration Services</b>	ALIGNMENT WITH CORPORATE PLAN		
	Provide accessible, high quality and integrated services through continuous improvement		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Align Business Support Team with outcome of Business Admin Review	Q3		Ongoing – reviewing resource against business need.
Implement new NIPSO Complaint Management Model	Q4		Ongoing – NIPSO have delayed sign off on new Model Complaints Handling Procedure until 1/7/23 – all internal requirements completed to date.
Provide training for staff and elected members on the new NIPSO Complaints Management Model in conjunction with NIPSO	Q4		Ongoing - NIPSO have delayed sign off on new Model Complaints Handling Procedure until 1/7/23 – work has commenced regarding internal training requirements – anticipated Q2 2023/24.
Develop a Promotional Package for Registration Services in line with Council’s Digital First Strategy	Q2		Some progress - Council and GRO information updated but specific promotional package not developed.
<b>OBJECTIVE</b> <b>Provide a Corporate Legal Support Service</b>	ALIGNMENT WITH CORPORATE PLAN		
	Provide accessible, high quality and integrated services through continuous improvement		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Review of Council Standing Orders pending Departmental direction on specific aspects	Q4		On hold – awaiting Departmental guidance as to requirement.
Review the Standard Terms and Conditions of Contract used by Council and establish a common	Q3		Work has commenced but delayed due to change in postholder. Discussions ongoing across Directorates



approach across Directorates.			and will be considered if specific issues arise.
Continue to promote the provision of legal support to all sectors of Council by internal legal team – specific focus on legal title document management. Pursue expansion of legal research resource and scope-out options for a case-management system within legal section.	Q2		Action achieved.  Case management system part of overall consideration of EDRMS/Case Management System which is sitting with ITPG.

**Corporate Planning and Policy**

<b>OBJECTIVE</b>	<b>ALIGNMENT WITH CORPORATE PLAN</b>		
<b>Provide a corporate planning and policy service</b>	Provide accessible, high quality and integrated services through continuous improvement		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Development of Corporate Plan 2023-2027	Q4		During the reporting period the following took place - Residents Survey; staff, Elected Member and CMT/SMT focus groups, survey and workshops (November 2022); SMT reviewed mission vision and values and CMT developed the new strategic objectives and key actions.  The draft Corporate Plan is being developed for consideration by the new Council following the local government elections taking place on 18 May 2023.
Development of Irish Language Strategy 2023-2027	Q4		Draft Irish Language Strategy 2023-2027 developed and proceeded to 12-week public consultation on 20/3/23.
Pursue and scope-out for a case-management system for the implementation of	Q4		Developed online system implemented for Irish



the Irish Language Bursary Scheme			Language Bursary Scheme 2023-2024.
<b>OBJECTIVE</b> <b>Provide a corporate Communications and Marketing service</b>	ALIGNMENT WITH CORPORATE PLAN		
	Provide accessible, high quality and integrated services through continuous improvement		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Begin development of new Corporate Website in terms of content management	Q2		Awaiting corporate update on progress form ITPG.
Develop and lead on high profile (Gold and Silver Priority) campaigns via print and digital communications and marketing methods in order to increase profile of Council and our district	Q4		Development and implementation of monthly PR Plan working closely with SMT and CMT.
Pursue and scope-out for a case-management system for media management.	Q4		Agreed with IT that MS Office 365 provides solution for current requirements.
Pursue and scope-out for a case-management system for Communications and Marketing service requests.	Q4		Agreed with IT that MS Office 365 provides solution for current requirements.

Estates and Capital			
<b>OBJECTIVE</b> <b>Provide adequate Emergency Planning and Response</b>	ALIGNMENT WITH CORPORATE PLAN		
	Enhance, protect and promote our environment		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Update of the Council Emergency Plan following review of JESIP Doctrine, including training of staff and elected members. Following this we plan to undertake a full scenario-based Emergency Plan exercise.	Q3		Work commenced to update EP -learning training to be made available – subject to HR availability/ resources. A full scenario was not undertaken but a lessons learnt and reflection of major incidents day was undertaken in lieu.
Implementation of own plan Cyber Resilience and	Q2		Completed




Business Continuity planning (CRBC) and coordination with other directorates			
<b>OBJECTIVE</b>	ALIGNMENT WITH CORPORATE PLAN		
<b>Provide adequate Health &amp; Safety and Insurance provision</b>	Enhance, protect and promote our environment		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Implementation of the new Health & Safety Policy to include training for staff and elected members	Q4		Additional training materials made available for managers – powerpoint, toolbox talk (May 2022) and availability of SHEP for delivery as requested (ongoing). Corporate H&S Committees meetings facilities to date.
Review of corporate H&S training requirements and implementation of a new framework of H&S training providers.	Q4		Contracts to commenced 1 November 2022. Mechanisms in place to organise/ plan the delivery of same with CMT/ HoS as required.
Review of all Council insurance requirements to ensure adequate insurance of Council assets are in place.	Q1 – Q4		Council obtained insurance under all policies. Recruitment for dedicated insurance officer has formally commenced.
<b>OBJECTIVE</b>	ALIGNMENT WITH CORPORATE PLAN		
<b>Provide strategic Estate Management and Capital Project support to Council</b>	Enhance, protect and promote our environment		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Implementation of Emerging Digital Technologies during the Design and Construction stages and utilising processes identified in ISO19650 Organisation of information and Building Information Management (BIM)	Q4		BIM Processes firmly embedded in major Strategic and new Projects (NCCR, Warrenpoint & Camlough) with training and upskill. These processes will continue to be implemented in new projects moving forward.
Continue to identify, assess, and agree future use of all surplus assets that best	Q1 – Q4		Identification of all sites now complete.


suits the organisations need.			
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**Human Resources**


<b>OBJECTIVE</b> Provide a professional HR service on all employment matters, including employee relations, resourcing and development and safeguarding.	<b>ALIGNMENT WITH CORPORATE PLAN</b>		
	Provide accessible, high quality and integrated services through continuous improvement		

Action	Timescale	Status	Progress
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Roll out of next stage of People Perform Grow to employees and commence pilot of PPG for teams	Q1-Q4		<ul style="list-style-type: none"> <li>• Timescale extended from Q1 to Q4.</li> <li>• Work ongoing to ensure PPG takes place at T4 and above.</li> <li>• Decision made at CMT to postpone proposed Team Pilot pending post PFTF structures being established.</li> <li>• Revised targeted approach to Team Pilot for launch/further implementation in 23-24.</li> <li>• Review of training needs to support further implementation in 23-24.</li> </ul>
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Review and update our safeguarding policy and procedures in order to continue to mitigate existing and emerging safeguarding risks, for both Council & Citizens including Human Trafficking & Modern Slavery, Domestic Abuse, Sexual Violence and risk posed by individuals	Q1-Q4		<p>Safeguarding policy updated, processes reviewed and updated guidance provided.</p> <ul style="list-style-type: none"> <li>• Domestic Abuse and Sexual Violence Policy introduced.</li> <li>• Designated Council facilities as Safe Place locations</li> <li>• Secured GOLD AWARD from ONUS in the Workplace Charter on Domestic Violence.</li> <li>• In addition to staff training and education, increased awareness for</li> </ul>
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			<p>citizens and beyond through social media campaigns</p> <ul style="list-style-type: none"> <li>• NMDDC represented on a range of regional professional and working groups.</li> <li>• Safeguarding Risk Assessment protocol/process introduced to provide accountable decision making and mitigate risk.</li> </ul>
Develop on apprenticeship programme, working with partnership organisations to develop skills and employability within the region	Q1 - Q4		Engaged with both regional colleges (SERC and SRC) in relation to apprenticeship programmes. Apprenticeship positions introduced across Corporate Services, Enterprise, Regeneration and Tourism and Sustainability and Environment.
Actively participate in and support LGSC regional Talent Management Strategy in the development of processes to attract and retain employees, whilst facilitating the growth of individuals and flexibility within the organisation in terms of resourcing and deployment.	Q1-Q4		<ul style="list-style-type: none"> <li>• Actively participated in LGSC regional Talent Management Strategy workshops.</li> <li>• Participation in development of Talent Management initiatives which are planned for implementation in 23-24.</li> </ul>

Information Technology			
<b>OBJECTIVE</b> Provide a highly available, and secure IT environment to support Council services	ALIGNMENT WITH CORPORATE PLAN		
	Provide accessible, high quality and integrated services through continuous improvement		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Continue to develop and test response plans and capabilities in line with CAF (Cyber Assessment	Q1 – Q4		



Framework) and other relevant standards			
Implement and roll out additional security tools to staff and elected members, providing advice and training as required	Q1 – Q4		
Continue to increase User awareness and resilience through provision of training, advice and testing	Q1 - Q4		
<b>OBJECTIVE</b>	ALIGNMENT WITH CORPORATE PLAN		
<b>Provide technical input and support to digital transformation projects</b>	Provide accessible, high quality and integrated services through continuous improvement		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Contribute to digital transformation projects through the provision of technical advice and support.	Q1 – Q4		


Finance			
<b>OBJECTIVE</b>	ALIGNMENT WITH CORPORATE PLAN		
<b>Provide an efficient finance function</b>	Provide accessible, high quality and integrated services through continuous improvement		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Develop and introduce a quarterly review of budgets by ADs to inform management accounts	Q2		Completed and variance analysis now completed by ADs on a quarterly basis going forward.
Develop and introduce new procedures around Accounts Receivable processes	Q2		In progress – Procedures to be developed in line with Trade Waste income procedures – Carried forward to next year’s business plan.
Develop and introduce new procedures aligned to the new purchase to pay system	Q3		In progress – Procedures to be developed in line with revised P2P User Manual – Carried forward to next year’s business plan.
Develop and introduce updated corporate payroll procedures	Q3		In progress – to be carried forward to next years Directorate Business Plan.
Develop and introduce Asset Management	Q1		Asset Management Procedure now effective.

Procedures including Capital Plan processes			Capital Plan process to be put to new SP&R Committee in August for approval.
<b>OBJECTIVE</b>	ALIGNMENT WITH CORPORATE PLAN		
<b>Ensure appropriate risk management arrangements are in place</b>	Provide accessible, high quality and integrated services through continuous improvement		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Anti-Fraud policy and Fraud Response plan to be reviewed and updated	Q3		Carried forward to the 2023/24 Business Plan
Whistleblowing policy to be reviewed and updated to reflect NIAO best practice on raising concerns	Q3		Carried forward to the 2023/24 Business Plan
Fraud Risk Assessment to be refreshed as per NIAO self-assessment	Q2		Carried forward to the 2023/24 Business Plan
<b>OBJECTIVE</b>	ALIGNMENT WITH CORPORATE PLAN		
<b>Provide an effective procurement service</b>	Provide accessible, high quality and integrated services through continuous improvement		
<b>Action</b>	<b>Timescale</b>	<b>Status</b>	<b>Progress</b>
Procurement policy to be revised to reflect most recent PPN on contract variations	Q3	Carried forward to 2023-2024	Due to resourcing constraints, the Procurement policy was not updated during this timeframe. Therefore, this action has been carried forward and the procurement policy will be reviewed and an interim policy developed pending implementation of the new Procurement Act.
Continue to develop procedures to align to Social Value Procurement best practice and legislative changes	Q3	Ongoing	A question on Social Value in procurement was included in the most recent Residents Survey to help build an evidence base on the priorities for Social Value in Procurement once it becomes legally possible to implement. The overwhelming majority of residents surveyed

			prioritised increasing secure employment and skills through the Council's procurement activity. Procurement will continue to monitor developments in Social Value in Procurement so this action remains ongoing.
Explore options to integrate Multi Quote competitions with E-tenders NI and E-tenders.ie.	Q2	Ongoing	This action is ongoing; Procurement continue to engage with the developers of MultiQuote to promote the visibility of Council tender processes through advertising its competitions on other procurement portals on an all-island basis.

Measures of Success												
Measure	Target	Actual	Status	Explanation								
<b>Administration:</b> 95% of responses to FOI/EIR/DP requests for information provided within statutory timeframe	95%	98%		See end of year statistics.								
<b>Finance:</b> Pay 90% of invoices to suppliers within 30 days	90%	86%		Target was not achieved due to the implementation period of the new P2P system. Quarter one payments were delayed but payment times have significantly improved since Q3 and are greater than the target set. <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> </tr> <tr> <td>72%</td> <td>88%</td> <td>91%</td> <td>94%</td> </tr> </table>	Q1	Q2	Q3	Q4	72%	88%	91%	94%
Q1	Q2	Q3	Q4									
72%	88%	91%	94%									
<b>IT:</b> 97.5% System "UP" Time	97.5%											
<b>HR:</b> Phase 2 People Perform Grow fully implemented	N/A	N/A		Measure of success worded incorrectly as target included to commence pilot of PPG for teams so could not have been fully implemented by year end.								



<p><b>Estates and Capital Projects:</b> 90% of staff to receive training on the new Health &amp; Safety Policy</p>	90%			
<p><b>Corporate Planning and Policy:</b> 90% of media requests for information responded to within agreed timeframes</p>	90%	96%		<p>Qtr 1 &amp; 2: Received 354 media enquiries. Qtr 3 &amp; 4: Received 265 media enquiries. Response timeframes are appropriate to the nature of the request eg: <b>operational</b> – provide clarification, comment or update on subject matter to meet with daily/weekly publications; or <b>detailed response</b> – requiring access to information held on file, historical information etc. to meet with ICO guidance.</p>

# Chief Executive's Department

## Annual Business Plan 2023-24

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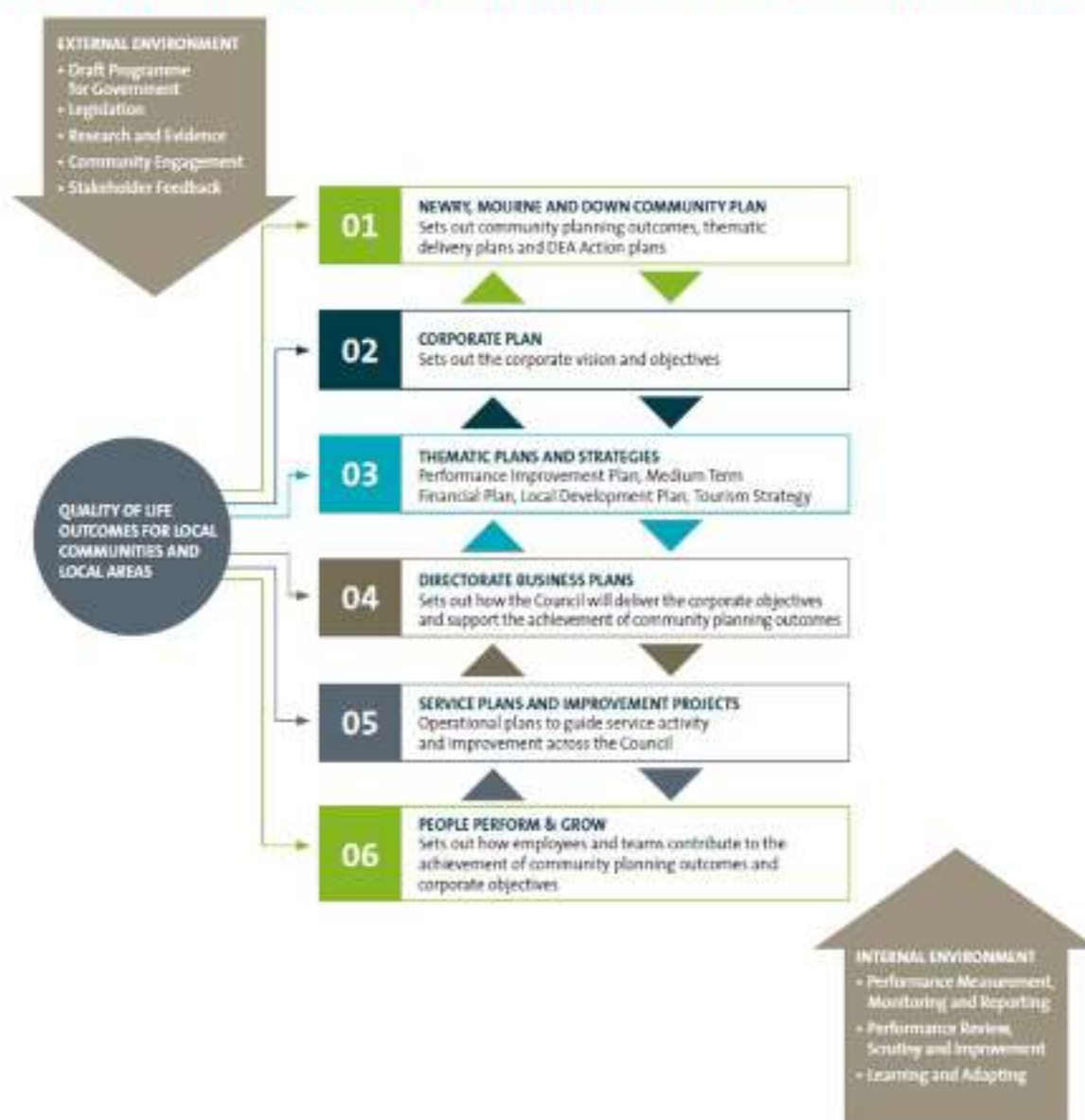


## 1.0 Introduction

- 1.1 The Chief Executive's Department is responsible for setting the strategic direction of the organisation, supporting the delivery of all corporate objectives and ensuring legislative compliance with the Duty of Community Planning and Duty of Improvement, as outlined in The Local Government (NI) Act 2014. The Department also plays a key role in supporting open and transparent decision-making processes and assisting Elected Members in carrying out their roles as civic and community leaders.
- 1.2 The core responsibilities of the Department are:
- **Community Planning**
  - **Evidence and Research**
  - **Business Transformation**
  - **Democratic Services**

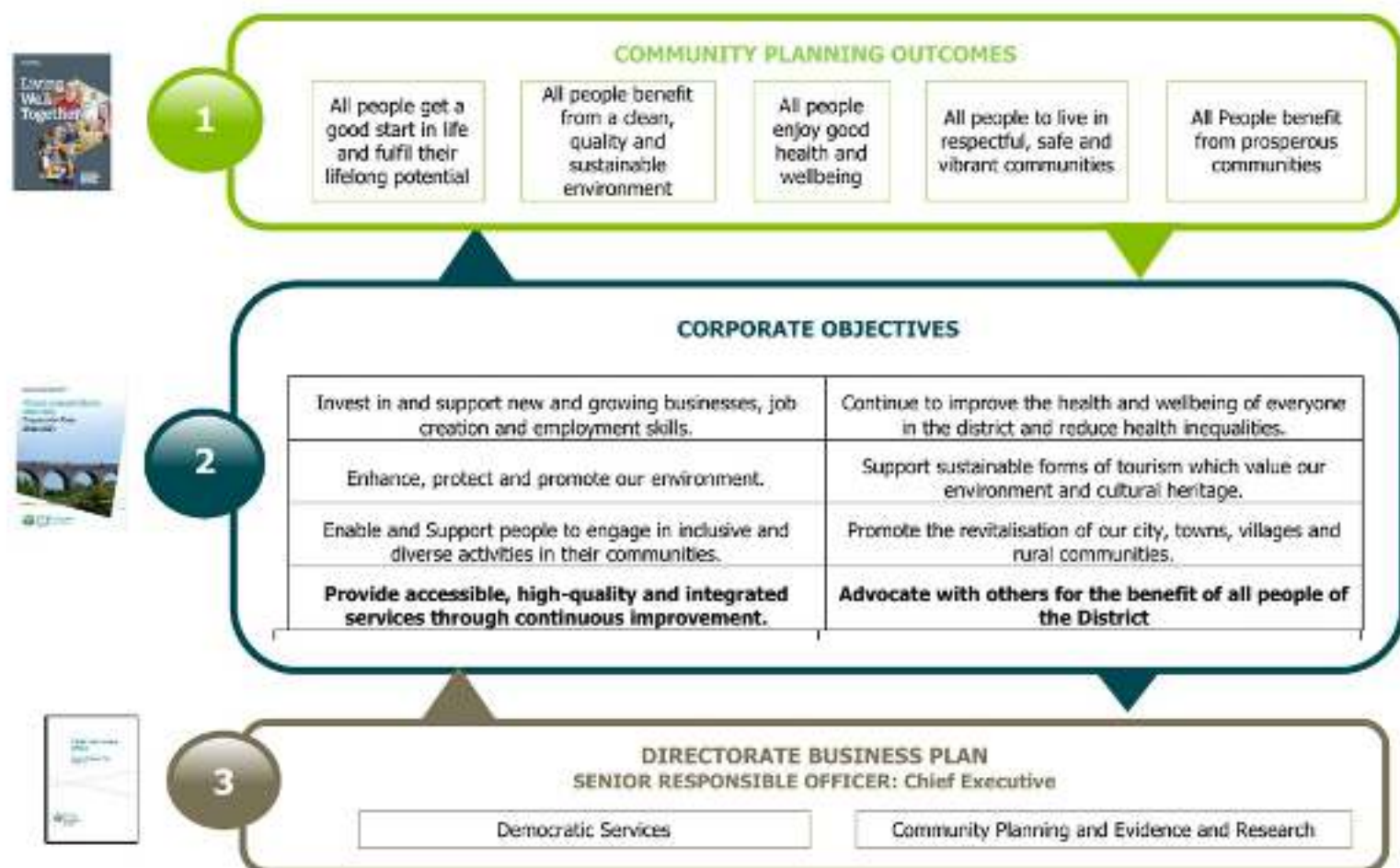
## 2.0 Background and Context

- 2.1 The Chief Executive's Departmental Business Plan is developed within the context of the Community Plan, Corporate Plan and Performance Improvement Plan. The Community Plan sets out the long term outcomes for the District, based on the needs and aspirations of local people. The Corporate Plan sets out the key objectives for the Council between 2021-23, and how it will contribute to achieving the community planning outcomes..
- 2.2 The Community Plan and Corporate Plan are cross cutting and strategic in nature. They guide all activity within the organisation, as well as the subsequent allocation of resources, and sit within a hierarchy of plans, as outlined in the 'Business Planning and Performance Management Framework' (Figure 1).
- 2.3 The Business Planning and Performance Management Framework drives and provides assurance that the Council is delivering its corporate vision and objectives, whilst securing continuous improvement in the exercise of functions. It provides a mechanism to join up and cascade the various plans and strategies across the organisation, demonstrating how employees contribute to achieving community planning outcomes and corporate objectives, for the ultimate benefit of the citizens we serve.

**Figure 1: Business Planning and Performance Management Framework**

- 2.4 Whilst the Corporate Plan focuses on issues which cut across the organisation and are strategic in nature, the Chief Executive's Departmental Business Plan provides an overview of the key operational activities for the coming year. These activities are explicitly linked to corporate objectives and coupled with 'business as usual' service delivery, provide clear direction for all employees within the Department (Figure 2).
- 2.5 The Chief Executive's Departmental Business Plan is published annually and is the basis upon which performance is managed and reviewed by the full Council, Strategy, Policy and Resources Committee and Senior Management Team.

**Figure 2: Alignment across the Business Planning and Performance Management Framework**



### 3.0 Purpose and Values

#### 3.1 Purpose

3.1.1 The Chief Executive’s Department provides strategic direction and leadership to the organisation by developing, implementing and monitoring key frameworks, internally and externally, to support the achievement of community planning outcomes, corporate objectives and performance improvement objectives. Whilst the department supports the achievement of all community planning outcomes and corporate objectives, the bulk of activity is aligned to the following corporate objectives:

- Provide accessible, high quality and integrated services through continuous improvement
- Advocate for others for the benefit of all people of the District



3.1.2 The Chief Executive’s Departmental Business Plan also supports and underpins the delivery of all corporate objectives and performance improvement objectives, through the:

- Process of community planning
- Provision of evidence and research
- Provision of democratic services

### 3.2 Values

3.2.1 The Department adheres to the Council’s values which are outlined in the Corporate Plan 2021-23:

We Will Be	What This Means
Accountable	We will be accountable for how we plan for and use resources sustainably
Collaborative	We will work in partnership with others
Transparent	We will be transparent in how we make decisions

3.2.2 In accordance with the Section 75 requirements of the Northern Ireland Act (1998), the Chief Executive’s Department is committed to carrying out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations. All new and revised policies, procedures and programmes of work will be subject to an equality screening and rural needs impact assessment (where appropriate).

## 4.0 Challenges and Opportunities

4.1 The Department was re-organised in 2017 following the reorganisation of the former Strategic Planning and Performance Directorate. The Department continues to evolve in line with organisational change and remains committed to developing and embedding the necessary plans, policies and processes to deliver improvement across the organisation.

4.2 Influences within the external and internal environment continuously present challenges and opportunities, which have an impact on the overall management and operation of the Chief Executive’s Department. These influences can be summarised as follows:

## External Environment

- **Legislation:** Ensuring legislative compliance with The Local Government Act (NI) 2014 and subsequent Orders, specifically in relation to the Duty of Community Planning, Duty of Improvement and Political Governance.
- **Strategic Alliances:** Collaborating with a range of stakeholders to address the impact of COVID-19, Brexit and other emerging issues.
- **Community Planning:** Strengthening existing partnerships and progressing the implementation of the Community Plan.
- **Evidence Based Decision-Making:** Ongoing collation of national, regional and local datasets to inform and influence local decision-making, policy development and service provision.
- **Global trends:** Impact of COVID-19 on the economic, social and environmental wellbeing of the District, shifts in citizen expectations, behaviour and demand for services, deeper social inequalities, complex social issues and the needs of a growing and ageing population on public service provision.

## Internal Environment

- **Resources:** Identifying potential areas for innovation, resilience and efficiency amidst potential budgetary constraints.
- **Employees:** New ways of working and shifts in employee working patterns, expectations, aspirations and behaviour.
- **Democracy:** Ensuring Elected Members and the Council's decision-making structures/committees are provided with appropriate levels of support, to facilitate the effective and efficient discharge of their responsibilities.
- **Transformation:** Leading the development and implementation of a transformational programme of change at both strategic and operational levels, enabling employees and Elected Members to drive forward improvements that meet the needs and aspirations of citizens..
- **Risk Management:** Managing potential risks and opportunities in achieving the key objectives and actions outlined in the Chief Executive's Departmental Business Plan.



## 5.0 Chief Executive's Department

Key Office Objectives
<p><b>Community Planning</b> – Work with partners to lead the implementation of the Community Plan and deliver better outcomes for local people.</p> <p><b>Evidence and Research</b> – Develop a robust and reliable evidence base to underpin and inform future decision-making and policy development processes.</p> <p><b>Democratic Services</b> – Support the decision making and political governance structures of the Council.</p>

Community Planning		
<b>OBJECTIVE</b>	<b>ALIGNMENT WITH CORPORATE PLAN</b>	
Work with partners to lead the implementation of the Community Plan and deliver better outcomes for local people	Advocate with others for the benefit of all people of the district	
<b>Action</b>	<b>Timescale</b>	
Support the Strategic Stakeholder Forum in progressing priority projects including social supermarkets, hardship funds distribution and asylum seeker provision.	Q1 onwards	
Facilitate three Community Planning Partnership Board meetings	Q1 onwards	
Progress and review agreed actions within the community planning priority subgroups and identify future workstreams	Q1 onwards	
Ensure representation of the Council and CPP at the Integrated Care Systems pilot within the Southern HSCT area.	Q1 onwards	
In collaboration with the Department for Communities, facilitate the 'People and Place' review for the District	Q1 onwards	
Facilitate the Thematic Summit for the Health and Wellbeing theme of the Community Plan.	Q3	
Prepare, progress and publish the Community Planning review and 2023 Statement of Progress.	Q4	
Work with Community Planning partners to progress the development and implementation of further Participatory Budgeting projects across the District	Q4	
Evidence and Research		
<b>OBJECTIVE</b>	<b>ALIGNMENT WITH CORPORATE PLAN</b>	
Develop a robust and reliable evidence base to underpin and inform future decision-making and policy development processes	Provide accessible, high quality and integrated services through continuous improvement	
<b>Action</b>	<b>Timescale</b>	



Provide Geographic Information System (GIS) and data analytics support across the organisation	Q1 onwards
Work with internal departments to develop service specific GIS applications to support service delivery	Q1 onwards
Facilitate effective stakeholder consultation and engagement through online surveys and the NMD Citizens Panel	Q1 onwards
Update the evidence base documentation that underpin evidence-based decision making such as: <ul style="list-style-type: none"> <li>- Health Inequalities</li> <li>- Socio economic needs of people in rural areas.</li> </ul> Key findings (NMDDC) census 2021.	Q1 onwards
Prepare indicator update for the 2023 Community Plan Statement of Progress	Q3
Develop a series of project scorecards for internal and community planning projects	Q3 – Q4

**Democratic Services**

<b>OBJECTIVE</b>	<b>ALIGNMENT WITH CORPORATE PLAN</b>
Support the decision making and political governance structures of the Council	Advocate with others for the benefit of all people of the district
<b>Action</b>	<b>Timescale</b>
Provide administrative and governance support to the Council, Standing Committees, PCSP/Policing Committee and ad-hoc Working Groups	Q1 onwards
Organise the annual meeting of the Council and manage the appointment to positions of responsibility for the Council and Committees	Q1
Organise and publish the programme of Council and Committee meetings	Q1
Organise an induction, training and capacity building programme to support Elected Members in fulfilling their roles and responsibilities, including e-learning, Code of Conduct, Standing Orders, Decision Time, Safeguarding, Data Protection and Performance Management	Q1 onwards
Commence preparations to re-attain the Elected Development Charter for NMDDC	Q2-4
Support the Chairperson and Vice-Chairperson in carrying out their role(s) as First Citizen(s)	Q1 onwards

**6.0 Performance**

- 6.1 The Chief Executive’s Department performs a key role in leading the development of robust and meaningful performance measures at all levels across the organisation.
- 6.2 In addition to managing and monitoring financial and human resources, the following performance measures will be monitored during 2023-24:

**Measures of Success**

Compliance with the statutory Duty of Community Planning

The number of events hosted on behalf of the Chairperson / Vice Chairperson

The number of official events attended by the Chairperson / Vice Chairperson

**Chief Executive's Department: Plans and Strategies**

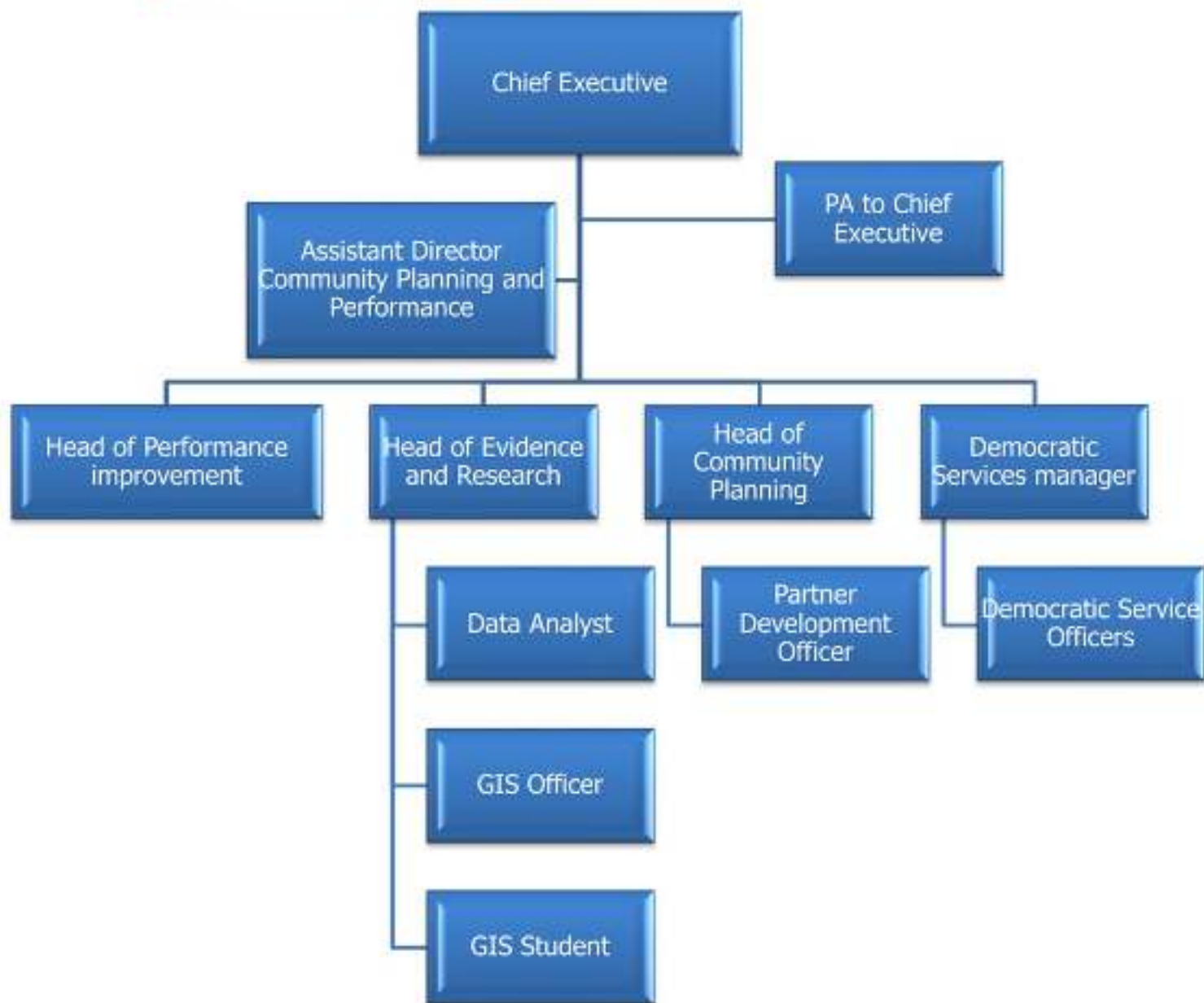
6.3 The Chief Executive's Department is responsible for leading the development, implementation and review of the following plans and strategies, which influence the work of the Department and Council:

- Community Plan
- Constitution

## 7.0 Office Structure

7.1 The Chief Executive's Department is one of five Departments, which together, comprise the management structure of the Council. The structure of the Chief Executive's Department is set out in Figure 3.

**Figure 3: Chief Executive's Department**





## 8.0 Financial Information

Net estimated expenditure 2023-24	
Community Planning and Performance	£
Corporate Management and Democratic Services	£
TOTAL: Chief Executive's Department	£

## 9.0 Governance Arrangements

Reviewing performance and reporting progress to Elected Members and other key stakeholders facilitates transparency, accountability and improvement in everything the Council does. The organisational and political governance arrangements to develop, monitor and report the Council's progress in implementing the Chief Executive's Departmental Business Plan are set out in Figure 5.

These arrangements are supplemented by the Council's service planning process and regular reviews by the Chief Executive and her team. The governance arrangements the Council has put in place to deliver continuous improvement are also subject an annual audit and assessment by the Northern Ireland Audit Office.

**Figure 5: Governance Arrangements**

### Full Council

- Ratification of Chief Executive's Departmental Business Plan
- Ratification of annual review of Chief Executive's Departmental Business Plan

### Strategy, Policy and Resources Committee / Audit Committee

- Scrutiny and challenge around the Duty of Improvement
- Provide assurance that performance management arrangements are robust and effective

### Strategy, Policy and Resources Committee

- Consideration, scrutiny and approval of Chief Executive's Departmental Business Plan
- Consideration, scrutiny and approval of the annual and bi-annual reviews of Chief Executive's Departmental Business Plan

### Senior Management Team

- Development, consideration and approval of Chief Executive's Departmental Business Plan
- Development, consideration and approval of the annual and bi-annual reviews of the Chief Executive's Departmental Business Plan

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# Corporate Services Directorate

## Annual Business Plan 2023-24



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



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## 1.0 Introduction

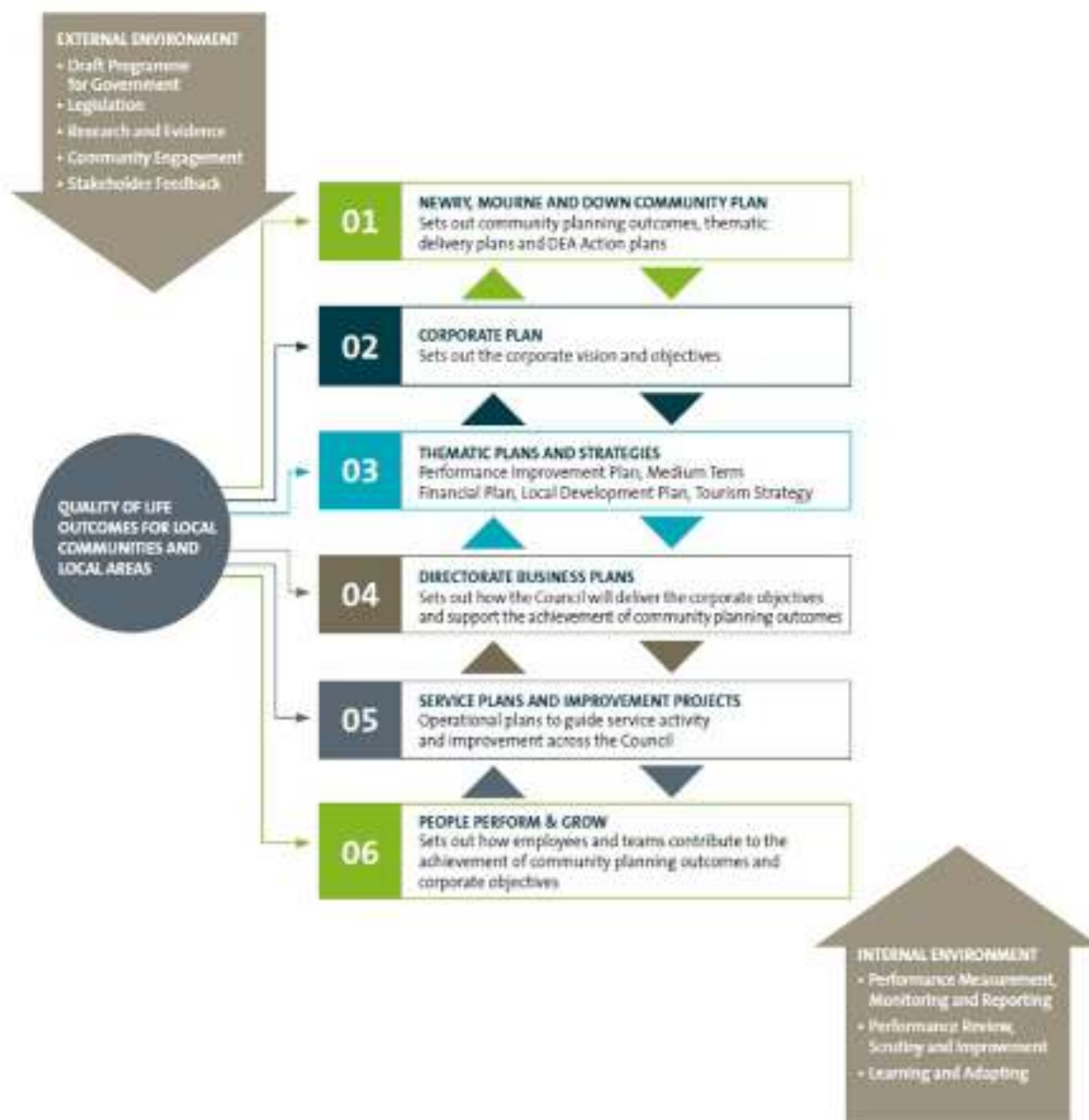
- 1.1 The Corporate Services Directorate is responsible for supporting the organisation to achieve the strategic objectives as set out in the Corporate Plan 2023-27. The Directorate is responsible for the overall management of the Council's staff and finances and plays a key role in providing professional advice and guidance to support and improve the services provided. The Directorate provides services directly to the public through corporate communications and marketing, as well as providing registration, digital and telephony, emergency advice and customer services.
- 1.2 The core responsibilities of the Department are:
- **Finance, including Procurement and Performance**
  - **Human Resources, including Safeguarding**
  - **Corporate Planning and Policy, including Communications and Marketing**
  - **Administration, including Legal Services, Compliance and Registration Services**
  - **Information Technology**
  - **Estates and Capital projects, including Health and Safety and Emergency Planning**
- 1.3 The Corporate Services Business Plan 2023-24 is also focused on identifying opportunities for business recovery and transformation, in response to the COVID-19 pandemic.

## 2.0 Background and Context

- 2.1 The Corporate Services Business Plan is developed within the context of the Community Plan and Corporate Plan 2021-23 and Performance Improvement Plan. The Community Plan sets out the long-term outcomes for the District, based on the needs and aspirations of local people. The Corporate Plan sets out the key strategic objectives for the Council between 2021-23, and how it will contribute to achieving the community planning outcomes. The Performance Improvement Plan highlights the improvements stakeholders can expect to see through the annual performance improvement objectives, which are clearly aligned to community planning outcomes and corporate objectives
- 2.2 The Community Plan and Corporate Plan are cross cutting and strategic in nature. They guide all activity within the organisation, as well as the subsequent allocation of resources, and sit within a hierarchy of plans, as outlined in the 'Business Planning and Performance Management Framework' (Figure 1).
- 2.3 The Business Planning and Performance Management Framework drives and provides assurance that the Council is delivering its corporate vision and

priorities, whilst securing continuous improvement in the exercise of functions. It provides a mechanism to join up and cascade the various plans and strategies across the organisation, demonstrating how employees contribute to achieving community planning outcomes and corporate priorities, for the ultimate benefit of the citizens we serve.

**Figure 1: Business Planning and Performance Management Framework**

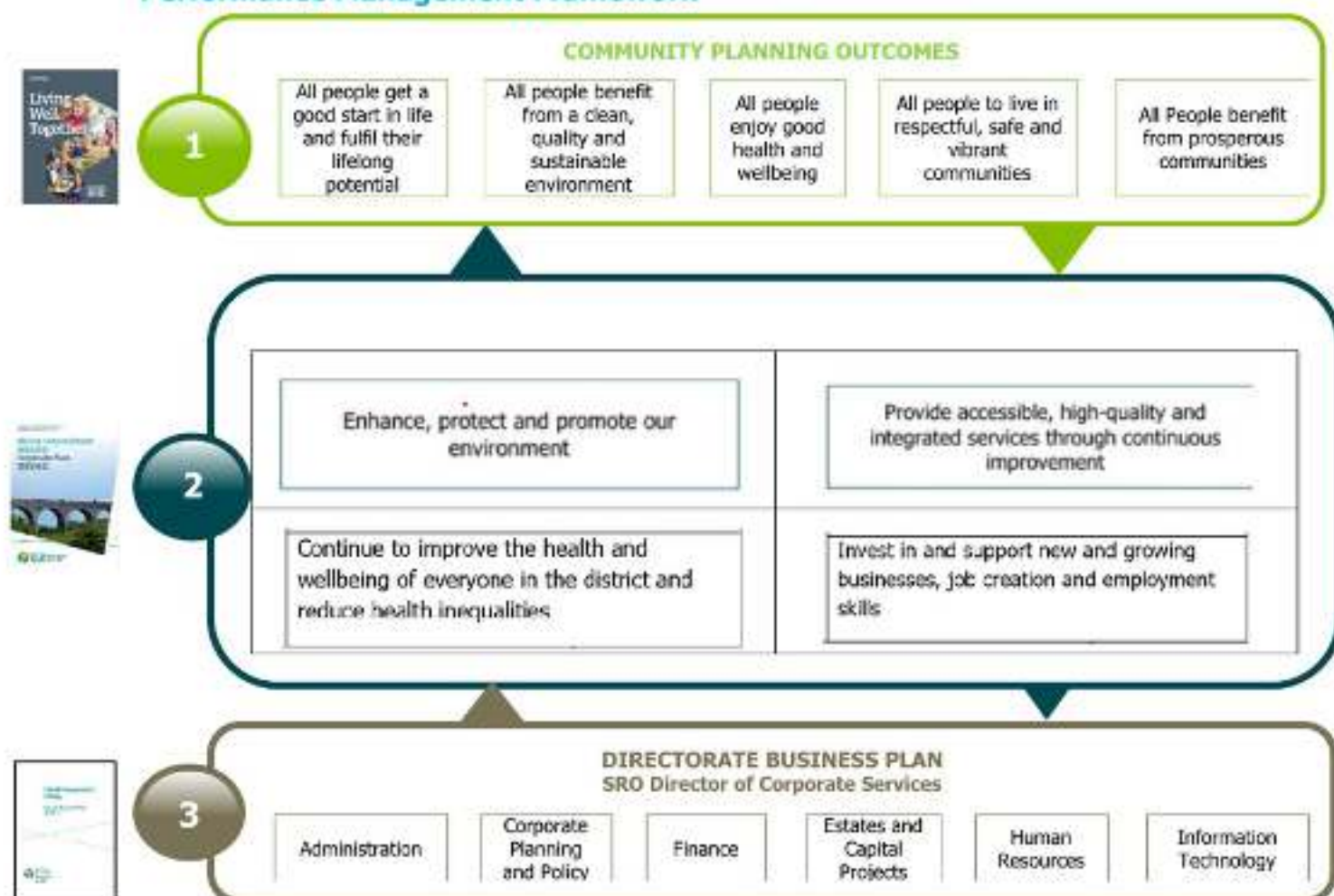


2.4 The Corporate Services Business Plan provides an overview of the key operational activities for the coming year. These activities are explicitly linked to corporate objectives and coupled with 'business as usual' service delivery, provide clear direction for all employees within the Directorate (Figure 2). Directorate Business Plans are supported by Service Plans and the 'People Perform and Grow' initiative.



2.5 The Corporate Services Business Plan is published annually and is the basis upon which performance is managed and reviewed by full Council, the Strategy, Policy and Resources Committee and Senior Management Team.

**Figure 2: Corporate Services Alignment across the Business Planning and Performance Management Framework**



### 3.0 Purpose and Values

#### 3.1 Purpose

3.1.1 The Corporate Service Directorate’s primary purpose is to provide the resources and support required to the organisation to enable delivery of the strategic (corporate) outcomes for the Council. As a result, the bulk of Directorate activity is aligned with the Council’s strategic objective:

- Provide accessible, high quality and integrated services through continuous improvement

3.1.2 However, there are other important Council strategic objectives where the Directorate makes a significant contribution in supporting the achievements of

the objectives. Further, more detailed information is provided in Sections 5.0 (Corporate Services Supporting Actions 2023-24) and 6.0 (Performance) of this Plan.

### 3.1 Values

3.1.1 The Department adheres to the Council's values which are outlined in the Corporate Plan 2021-23:

We Will Be	What This Means
Accountable	We will be accountable for how we plan for and use resources sustainably
Collaborative	We will work in partnership with others
Transparent	We will be transparent in how we make decisions

3.2.2 In accordance with the Section 75 requirements of the Northern Ireland Act (1998), the Chief Executive's Department is committed to carrying out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations. All new and revised policies, procedures and programmes of work will be subject to an equality screening and rural needs impact assessment (where appropriate).

## 4.0 Challenges and Opportunities

- 4.1 The Corporate Services Directorate was established in December 2014, as part of the organisational design of the new Council, to centralise the management of a number of existing Council functions as well as support new powers which were transferred to the Council on the 1 April 2015. From 1 April 2017, the functional areas of Corporate Planning and Policy, and Estates and Capital Projects have become part of the Corporate Services Directorate.
- 4.2 The Directorate continues to develop in line with organisational change. Over the course of this financial year, the Directorate will continue to develop and embed the necessary corporate frameworks, policies, processes and systems to deliver strategic improvement across the organisation, specifically in the areas of human resources, finance, administration and information technology.
- 4.3 The various (internal and external) challenges and opportunities for the Directorate are summarised as follows:



### External Environment

- **Financial Planning:** Establishing the necessary financial plans within which Members' priorities for the District will be delivered.
- **Legislation and Regulations:** Ensuring legislative compliance with a range of legislation including S75 NI Act, Rural Needs Act, Health & Safety, Procurement regulations.
- **Corporate Planning and Policy:** Establishing the necessary corporate planning and policy frameworks within which Members priorities for the District will be delivered and statutory obligations met, and we communicate effectively.

### Internal Environment

- **Management:** Successfully establishing the Directorate in terms of its structure, governance and internal processes and increased responsibilities.
- **Resources:** Identifying and securing the financial and non-financial resources needed for the Directorate to successfully develop.
- **Estate Planning and Asset Management:** Successfully developing and implementing the necessary frameworks, policies and processes to support the effective and efficient management of the Council's Estate.
- **Transformation & Efficiencies:** Successfully developing and implementing transformational change that drives out the efficiencies and improvements that both Members and the public demand.
- **Information Management:** Ensuring adequate policies and procedures are in place to effectively manage our information in accordance with legislative requirements.
- **Information Technology:** Establishing robust information technology infrastructure to support business transformation.
- **Compliance:** Establishing the necessary policies and procedures and monitoring arrangements to ensure corporate legislative compliance in respect of key statutory obligations, including Equality, Disability, Rural Needs, Health & Safety, Employment and Procurement legislation.
- **Risk Management:** Managing potential risks and opportunities in achieving the key actions outlined in the CS Business Plan by adhering to the Corporate Risk Management Policy and reviewing the CS Risk Register on a quarterly basis.
- **Performance Management:** Managing Council performance, highlighting areas of high-performance, identifying areas for intervention, developing a performance led approach to business and service planning and facilitating the development of a performance improvement culture.
- **Corporate Communications and Marketing:** Developing and delivering relevant communications activities, aligned to the corporate strategic priorities and agreed approach, ensuring staff, members, residents and other stakeholders are kept well informed about the work of the Council and other relevant activities in the district, in an appropriate, accessible and engaging manner.



## 5.0 Directorate Objectives and Supporting Actions

Key Office Objectives / Actions
<p><b>Administration</b> – Provide a Corporate Compliance Service                      Deliver a Corporate Business Support Service and Registration Service                      Provide a Corporate Legal Support Service</p> <p><b>Corporate Planning and Policy</b> – Provide a Corporate Policy function including statutory duty compliance and Irish Language                      Provide a Corporate Communications and Marketing service including digital communications</p> <p><b>Estates and Capital</b> – Provide adequate Emergency Planning and response                      Provide appropriate Health and Safety and Insurance provision                      Provide strategic asset strategy for Council</p> <p><b>Finance</b> – Provide and efficient finance function                      Ensure appropriate risk management arrangements in place                      Provide an effective procurement service                      Support the development of a performance improvement culture by embedding effective performance management arrangements.</p> <p><b>HR &amp; Safeguarding</b> – Continue to mitigate existing and emerging safeguarding risks, for both Council &amp; Citizens                      Provide a professional HR service all employment matters, including employee relations, resourcing and development                      Contribute to the further development of future workforce skills</p> <p><b>IT</b> – Provide a highly available, accessible, and secure IT environment to support Council services.</p>

Administration	
<b>Provide a Corporate Compliance Service</b>	<p>ALIGNMENT WITH CORPORATE PLAN</p> <p>Provide accessible, high quality and integrated services through continuous improvement</p>
Action	Timescale
Review and update the Conflicts of Interest Policy and Procedure (COIPP) including implementing a new monitoring and evaluation process.	Q1-4
Review and update the Gifts and Hospitality Policy and Procedure (G&HPP) including implementing a new monitoring and evaluation process.	Q1-4

Ensure SPRC receive an updated Access to Information and Records Management Policy and Procedure by their respective review dates.	Q1-4
<b>Deliver a Corporate Business Support Service and Registration Services</b>	ALIGNMENT WITH CORPORATE PLAN
	Provide accessible, high quality and integrated services through continuous improvement
Action	Timescale
Design and implement service standards for all activities delivered by the corporate business support service	Q2
Provide improved corporate Complaints Management through implementation of and support for the NIPSO Model Complaints Handling Procedure	Q3
<b>Provide a Corporate Legal Support Service</b>	ALIGNMENT WITH CORPORATE PLAN
	Provide accessible, high quality and integrated services through continuous improvement
Action	Timescale
Complete a Retention and Disposal review of historical legal files extracting information which requires to be retained (R/BS and store review)	Q4
Work with Evidence Section to ensure all relevant Council assets are included on the ARC GIS system	Q1-4
In line with Council's Digital First policy move as far as possible to electronic files versus paper-based files	Q1-4
<b>Corporate Planning and Policy</b>	
<b>Provide a corporate planning and policy service</b>	ALIGNMENT WITH CORPORATE PLAN
	Provide accessible, high quality and integrated services through continuous improvement
Action	Timescale
Development of the Corporate Plan 2023-2027	Q3

Ensure Section 75, Disability and Rural Needs statutory duties compliance	Q4
Review Corporate Consultation and Engagement Framework	Q4
Development of Equality Action Plan 2023-2027	Q2
Development of Disability Action Plan 2023-2027	Q2
Development of Community Wealth Building Action Plan	Q2
Development of Irish Language Strategy 2023-2027	Q2
Review Irish Language Bursary Scheme	Q3
<b>Provide a corporate Communications and Marketing service</b>	ALIGNMENT WITH CORPORATE PLAN
	Provide accessible, high quality and integrated services through continuous improvement
Action	Timescale
Provide a Press Office service to include raising awareness of Council corporate priorities, services, facilities and responding to media enquiries across local, regional, national and special media	Q1 – Q4
Continue to manage, deliver and develop the Council's corporate social media channels	Q1 – Q4
Contribute to work on the development of a new corporate website with regards to content management (when required)	Q1 – Q4
Renew ESPO Framework for Advertising Solutions	Q3
Award tender for Media Monitoring Services	Q2
Review, update and implement Year 2 of Corporate Digital Communications Action Plan 2022-2024	Q1 - Q4
Develop a new Digital Advertising Staff Toolkit	Q1 – Q4
Finalise NMDDC Emergency Communications Plan	Q2
Establish the Roving Reporter approach as an integral resource in the C/M Service Plan	Q3
Develop a calendar of significant PR and digital opportunities to support the Chairperson 2023/2024	Q1 – Q4
Support the Chief Executive's Office in the development and delivery of signature projects 2023/2024	Q1 – Q4



<b>Estates and Capital</b>	
<b>Provide adequate Emergency Planning and Response</b>	ALIGNMENT WITH CORPORATE PLAN
	Enhance, protect and promote our environment
Action	Timescale
Update of the Council Emergency Plan following review of the JESIP Doctrine, including training of staff and elected members. Dependent on SMT/CMT structures in place.	Q3
Ensure debrief of emergencies/ incidents (internally & externally) as appropriate to capture learning – within 6 weeks of end of response phase. Including - SMT/ CMT/ EPIG/ LG Resilience/ Statutory Agencies	Q1-Q4
<b>Provide adequate Health &amp; Safety and Insurance provision</b>	ALIGNMENT WITH CORPORATE PLAN
	Enhance, protect and promote our environment
Action	Timescale
Review of current H&S Policy and communication to staff to accurately reflect mechanisms for effective consultation & communication (governance & operational)	Q3
Proactive investigation and review of reported employee lost-time accidents working with relevant line manager and escalation of issues to SMT/CMT as required.	Q1-Q4
Continue to contribute to the library of e-learning H&S modules available for staff in line with Corporate H&S Training Framework/ Matrix – in conjunction with Learning & Development Staff (HR). SHEP request direct access to update content	Q1-Q4
<b>Provide strategic Estate Management and Capital Project support to Council.</b>	ALIGNMENT WITH CORPORATE PLAN
	Enhance, protect and promote our environment
Action	Timescale
Deliver approved capital projects through design, procurement and delivery stages and provide regular and updated reports to departments.	Q1-Q4
Advise and assist departments in the identification of projects for consideration for inclusion in the capital programme, including advising of projected costs, programme, risks and procurement strategy.	Q1-Q4

Continuation with the identification and disposal of all surplus assets, including the direct liaison with directorates and external organisations.		Q1-Q4
<b>Human Resources</b>		
<b>Provide a professional HR service on all employment matters, including employee relations, resourcing and development and safeguarding.</b>	ALIGNMENT WITH CORPORATE PLAN	
	Provide accessible, high quality and integrated services through continuous improvement	
Action		Timescale
Continue to embed People Perform Grow across all services, supported by training and support to managers, employees and teams.		Q1-Q4
In conjunction with the recognised trade unions, review existing industrial relations structures, with a view to developing revised arrangements as required.		Q2-Q4
Finalisation for approval of the Outline Business case for HR Systems and review of existing HR Processes with stakeholder input		Q3-Q4
In conjunction with the Equality and Evidence & Research Teams, work with key stakeholders across the organisation to develop Affirmative Action measures to examine opportunities to promote NMDDC as an equal opportunities' employer.		Q1-Q4
Implementation of Tier 3 PFF management structures.		Q2-Q3
Support and protect everyone in our District from harm by working in partnership with other bodies, to implement and promote broader prevention measures, thereby continuing to mitigate existing and emerging safeguarding risks, for both Council & Citizens.		Q1-Q4
<b>Information Technology</b>		
<b>Provide a highly available, accessible, and secure IT environment to support Council services.</b>	ALIGNMENT WITH CORPORATE PLAN	
	Provide accessible, high quality and integrated services through continuous improvement	
Action		Timescale

Replace the Council's Computing Platform to improve its stability and resilience and operate it as a firm foundation to support future business requirements.	Q4
Continue to develop and test response plans and capabilities in line with CAF (Cyber Assessment Framework) and other relevant standards.	Q1-Q4
Continue to increase user awareness and resilience through the provision of training, advice and testing.	Q1-Q4
<b>Provide technical input and support to digital transformation projects.</b>	ALIGNMENT WITH CORPORATE PLAN
	Provide accessible, high quality and integrated services through continuous improvement
Action	Timescale
<b>Finance</b>	
<b>Provide an efficient finance function</b>	ALIGNMENT WITH CORPORATE PLAN
	Provide accessible, high quality and integrated services through continuous improvement
Action	Timescale
P2P Procedures (as per IA report) – including Bank Details verification	Q3
Training on PECOS – recap and for new staff	Q3
Account Receivable Procedures including TW (as per IA report)	Q2
Review of Payroll Process (standardisation off both sites)	Q3
Payslips on CINTRA	Q3
New Capital Procedure – Business Cases and financial management	Q1
Quarterly Capital Management Reports detailing spend	Q1
	ALIGNMENT WITH CORPORATE PLAN



<b>Ensure appropriate governance/risk management arrangements are in place</b>	Provide accessible, high quality and integrated services through continuous improvement
Action	Timescale
Review of Whistleblowing / Raising Concerns procedures	Q3
Review of Fraud Response Plan	Q3
Fraud Risk Assessment to be completed	Q2
Training for new Audit Committee Members	Q2
<b>Provide an effective procurement service</b>	ALIGNMENT WITH CORPORATE PLAN
	Provide accessible, high quality and integrated services through continuous improvement
Action	Timescale
Procurement policy to be updated to create an interim policy document pending full review upon implementation of new procurement legislation.	Q4
Procurement team to receive official training on new legislative framework prior to its implementation.	Q4
Continue to update and maintain Contract Register but make the Contract Register an internal resource available to all staff in the 'R' drive.	Q2
Continue to monitor developments regarding Social Value in Procurement and move to implementation once legally practicable.	Ongoing
Develop a MultiQuote quick guide for staff and host a virtual training session	Q3
Explore options to enhance visibility of Council tender processes, for example through working with Elcom to enable MultiQuote competitions to be advertised on E-tenders NI and E-tenders.ie.	Q4

<b>Support the development of a performance improvement culture by embedding effective performance management arrangements</b>	ALIGNMENT WITH CORPORATE PLAN	
	Provide accessible, high quality and integrated services through continuous improvement	
Action	Timescale	
Prepare and publish the Performance Improvement Plan 2023-24	Q1	
Prepare and publish the Assessment of Performance 2022-23	Q2	
Facilitate the Performance Audit and Assessment and implement the 'proposals for improvement' put forward by the Local Government Auditor	Q2-Q3	
Develop the 2024-25 performance improvement objectives, in line with the Corporate Plan	Q3-Q4	
Strengthen the alignment across the Business Planning and Performance Management Framework and co-ordinate the business and service planning process	Q1 onwards	
Implement the new electronic Performance Management System and embed the system through training of relevant officers	Q1-Q2	

## 6.0 Performance

- 6.1 Corporate Services performs a key role in leading the development of robust and meaningful performance measures at all levels across the organisation. This exercise will also identify additional, suitable performance measures for the Corporate Services Directorate.
- 6.2 In addition to managing and monitoring financial and human resources, the following performance measures will be monitored during 2023-24:

Measures of Success	
Administration	95% of responses to FOI/EIR/DP requests for information provided within statutory timeframes
Finance	Pay 90% of invoices to suppliers within 30 days Compliance with the Statutory of Improvement
IT	97.5% System "UP" Time
HR & Safeguarding	People Perform Grow, rolled out across the organisation
Estates and Capital Projects	90% of staff to receive training on the new Health & Safety Policy
Corporate Planning and Policy	90% of media requests for information responded to within agreed timeframes

### Corporate Services Plans and Strategies

- 6.3 The Corporate Services Directorate is responsible for leading the development, implementation and review of the following plans and strategies, which influence the work of the Office and Council:
- Medium Term Financial Plan
  - Treasury Management Strategy
  - Equality Action Plan
  - Disability Action Plan
  - Irish Language Strategy
  - Corporate Communications Strategy
  - Corporate Digital Communications Strategy
  - Information Technology Strategy
  - Estates and Asset Management Strategy
  - Performance Improvement Plan
  - Business Planning and Performance Management Framework
  - Performance Improvement Policy



## 7.0 Organisation and Office Structure

7.1 Corporate Services is one of five Directorates, which together, comprise the Management structure of the Council.

## 8.0 Financial Information

Net estimated expenditure (2023-24)	
Corporate Planning and Policy	£
HR	£
IT	£
Finance	£
Administration	£
Estates and Capital Projects	£
TOTAL: Corporate Services	£

## 9.0 Governance Arrangements

- 9.1 Reviewing performance and reporting progress to Elected Members and other key stakeholders facilitates transparency, accountability and improvement in everything the Council does. The political and organisational governance arrangements to develop, monitor and report the Council's progress in implementing the Corporate Services Business Plan are outlined below, and are supplemented by regular reviews by the Director of Corporate Services and her team. The governance arrangements the Council has put in place to deliver continuous improvement are also subject an annual audit and assessment by the Northern Ireland Audit Office.

**Figure 4: Governance Arrangements**

### Full Council

- Ratification of Corporate Services Business Plan
- Ratification of annual and bi-annual reviews of Corporate Services Business Plan

### Strategy, Policy and Resources Committee / Audit Committee

- Scrutiny and challenge around the Duty of Improvement
- Provide assurance that performance management arrangements are robust and effective

### Strategy, Policy and Resources Committee

- Consideration, scrutiny and approval of Corporate Services Business Plan
- Consideration, scrutiny and approval of the annual and bi-annual reviews of Corporate Services Business Plan

### Senior Management Team

- Development, consideration and approval of Corporate Services Business Plan
- Development, consideration and approval of the annual and bi-annual reviews of Corporate Services Business Plan



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