

June 16th, 2022

### **Notice of Meeting**

You are requested to attend the Strategy, Policy & Resources Committee 2022-23 to be held

on Thursday, 16th June 2022 at 6:00 pm in Microsoft Teams (Hybrid) Chairperson - Councillor O Hanlon **Deputy Chairperson** - Councillor R Howell Councillor P Byrne Councillor H Gallagher Councillor M Gibbons Councillor G Hanna Councillor A Lewis Councillor O Magennis Councillor A McMurray Councillor D Murphy Councillor B Ó Muirí Councillor G Sharvin

Councillor D Taylor

Councillor J Trainor

### Agenda

1.0	Introduction and Apologies	
2.0	Declarations of Interest	
3.0	Action Sheet arising from SPR Committee Meeting held on 12 May 2022	Page 1
	For Consideration and/or Decision	
4.0	Draft Publication Scheme V2.3	
	Publication Scheme SPR Report.pdf	Page 7
	Draft Publication Scheme V2.3.pdf	Page 10
5.0	Performance Improvement Plan 2022-23	
	SPR Cover Report Performance Improvement Plan 2022-23.pdf	Page 47
	Appendix 1 Performance Improvement Plan 2022-23.pdf	Page 50
	Appendix 2 Consultation and Engagement Report 2022-23.pdf	Page 84
	Appendix 3 Objective Delivery Plans 2022-23.pdf	Page 99
6.0	Directorate Business Plans	
	For Decision	
	Directorate Business Plans.pdf	Page 113
	Appendix 1 CX Annual Assessment Business Plan 2021-22 (003).pdf	Page 116
	Appendix 2 - CS Directorate Annual Assessment Business Plan.pdf	Page 126
	Appendix 3 CX Business Plan 2022-23.pdf	Page 139
	Appendix 4 - Corporate Services Business Plan 2022-23.pdf	Page 152

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

### 7.0 Proposed renewal of lease of lands at Kilmorey Street, Newry

This item is deemed to be exempt under Paragraph 1(3) 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 this information) and the public may, by resolution, be excluded during this item of business.

	Proposed renewal of lease of lands at Kilmorey Street Newry.pdf	Not included
D	NM232-G-1-00.pdf	Not included

### 8.0 Proposed Sale of lands at Tyrella, Downpatrick

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.

D	Proposed Sale of lands at Tyrella Downpatrick.pdf	Not included
Ď	LR Map.pdf	Not included
	Map 1.pdf	Not included

### 9.0 Agile Working Policy

This item is deemed to be exempt under paragraph 4 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Council or a government department and employees of, or office holders under, the Council and the public may, by resolution, be excluded during this item of business.

-	station, so excitated daming the from or sacrification	
	Agile Working Provisions - SPRC 16 June 2022.pdf	Not included
	Appendix 1 Agile Working Policy (07-22).pdf	Not included
ra .	Appendix 2 - Worker Styles summary.pdf	Not included

### 10.0 III Health Retirement Policy

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 any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Council or a government department and employees of, or office holders under, the Council and the public may, by resolution, be excluded during this item of business.

Γ'n	IHR-	<b>SPRC</b>	16	June	2022.	pdf
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### 11.0 Special Leave Provisions Policy

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 any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Council or a government department and employees of, or office holders under, the Council and the public may, by resolution, be excluded during this item of business.

Special Leave Provisions - SPRC 16 June 2022.pdf

Not included

Appendix 1 Special Leave Provisions Policy (07-22).pdf

Not included

### 12.0 BRCD & Complementary Fund Resources

This Item is deemed to be restricted by virtue of 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.

BRCD Complementary Fund Resources.pdf

Not included

### 13.0 Civic & Regional Hub – RIBA Stage 2 Report

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.

Civic Regional Hub RIBA Stage 2 Report.pdf

Not included

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

### 14.0 Strategic Finance Working Group Action Sheet - 16 May 2022

This Item is deemed to be restricted by virtue of 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.

SFWG Action Sheet 16.5 2022.pdf

Not included

### 15.0 Year End Management Accounts – 2021/22

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

	SPR - Mgt Acs Cover Paper P12 year end.pdf	Not included
	△ Appendix 1 - Management Accounts by Directorate for Period Ending 31 March 2022.pdf	Not included
	Appendix 2 - Management Accounts by Assistant Directorate for Period Ending 31 March 2022.pdf	Not included
	□ Appendix 3 - Management Accounts by Expense Code for Period Ending 31 March 2022.pdf	Not included
	For Noting	
16.0	Friends of the Somme - Yearly Subscription 2022/2023 (Attached)	
	Somme Advisory Council Membership 2022/2023	
	Councillor's Lewis & Hanna to attend Commemorations at The Somme 30 June 2022 - 2 July	2022.
	The Somme - Yearly Subscription.pdf	Page 169
17.0	Newry, Mourne and Down District Council's Annual Fair Employment Monitoring Return; 2 January 2021 – 1 January 2022	
	AMR SPRC Report Jan21-Jan22.pdf	Page 170
	☐ FairEmployMonFormwithguidance 2022.pdf	Page 173
18.0	Sickness Absence	
	□ Sickness Absence.pdf	Page 188
19.0	Minutes of Newry City Centre Regeneration Programme Board Meeting held 13th June 2022	d
	Minutes of Newry CCR PB Meeting - 13.06.2022.pdf	Page 191
	Appendix 1 Newry City Park Entrance Sign.pdf	Page 194

(including the Council holding that information) and the public may, by resolution, be excluded during this

item of business.

### **Invitees**

Cllr Terry Andrews
Ms Kate Bingham
Mr Caolain Boyd
Cllr Robert Burgess
Cllr Pete Byrne
Mr Gerard Byrne
Mr Colin Campbell
Mrs Dorinnia Carville
Cllr Charlie Casey
Cllr William Clarke
Cllr Dermot Curran
Cllr Laura Devlin
Ms Louise Dillon
Cllr Cadogan Enright
Cllr Aoife Finnegan
Cllr Hugh Gallagher
Cllr Mark Gibbons
Cllr Oonagh Hanlon
Cllr Glyn Hanna
Cllr Valerie Harte
Cllr Roisin Howell
Miss Veronica Keegan
Mrs Sheila Kieran
Ms Nora Largey
Cllr Mickey Larkin
Cllr David Lee-Surginor
Cllr Alan Lewis
Mr Michael Lipsett
Cllr Oonagh Magennis
Mr Conor Mallon
Cllr Gavin Malone
Mr Johnny Mc Bride
Colette McAteer
Cllr Declan McAteer
Cllr Leeanne McEvov
Cllr Leeanne McEvoy
Cllr Leeanne McEvoy  Cllr Harold McKee  Patricia McKeever
Cllr Leeanne McEvoy  Cllr Harold McKee  Patricia McKeever  Cllr Karen McKevitt
Cllr Leeanne McEvoy  Cllr Harold McKee  Patricia McKeever  Cllr Karen McKevitt
Cllr Leeanne McEvoy Cllr Harold McKee Patricia McKeever Cllr Karen McKevitt Cllr Andrew McMurray Catrina Miskelly
Cllr Leeanne McEvoy Cllr Harold McKee Patricia McKeever Cllr Karen McKevitt Cllr Andrew McMurray

Cllr Barra Ó Muirí
Mr Fearghal O'Connor
Linda O'Hare
Cllr Gerry O'Hare
Cllr Kathryn Owen
Cllr Henry Reilly
Cllr Michael Rice
Cllr Michael Ruane
Cllr Michael Savage
Cllr Gareth Sharvin
Donna Starkey
Cllr Gary Stokes
Sarah Taggart
Cllr David Taylor
Cllr Jarlath Tinnelly
Cllr John Trainor
Cllr William Walker
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			AND DESCRIPTION OF PERSONS ASSESSMENT		
Minute Ref:	Subject	Decision	Lead Officer Action taken/f	Action taken/Progress to date	Remove from Action Sheet Y/N
SPR/076/2022	SPR/076/2022 Action sheet of the Strategy Policy and Resources Committee Meeting held on 14 April 2022	It was agreed that the action sheet from the Strategy Policy and Resources Committee meeting held on 14 April 2022 be approved.	D Carville	Agreed	>
SPR/077/2022	SPR/077/2022Notice of Motion – Cashless Donations	It was agreed that Elected Members approve the following:	G Byrne	Approved	٨
		<ul> <li>That this proposal is tabled at the Community Planning Partnership for consideration. The Housing Executive are represented at this forum and the issue of contactless payments can be discussed in detail.</li> <li>Council could assist the Housing Executive who have the statutory responsibility for homelessness in setting up contactless stations if the Housing Executive believed this would assist their current efforts in tackling homelessness.</li> <li>Based on the decision of Members, the Assistant Director of Finance can communicate with the local banks about the option of being able to donate through ATM's to charities on a rotational basis, if required.</li> </ul>			

<b>&gt;</b>	>
Approved	Approved
M Lipsett	F O'Connor
It was agreed that Elected Members approve the following recommendations:  1. Consider the Outline Business Case (OBC) executive summary for the Albert Basin Park Project, Newry as per appendix 1.  2. Agree to submit the OBC (as per appendix 1) to the Department for Communities (DFC) for consideration and approval.  3. Agree to commence procurement process for an Integrated Consultant Team to develop the design, submit planning application and manage the construction delivery. Procurement will be in accordance with Northern Ireland Public Procurement Policy (NIPPP) via the central government consultant's framework agreement.	It was agreed that Elected Members approve to lease the lands at Derryleckagh to the successful Expression of Interest Applicant for the term of 25 years, at a peppercom rent and subject to consent from the Department of Communities and all terms and conditions of lease.
SPR/078/2022 Albert Basin Park Project—Outline Business Case	SPR/079/2022 Proposed Lease of lands adjacent to Derryleckagh Playing fields, Newry
SPR/078/2022	SPR/079/2022

SPR/084/2022	SPR/084/2022 Theatre/Confract Strategy Contract Strategy	It was agreed that following approval from the Newry City Centre Regeneration Programme Board, Elected Members approve the following recommendations:  a) Approve a change in contract strategy to transfer the RIBA stage 4 technical design for the Town Hall and connecting atrium structure into the Consultants scope;  and  b) Approve agreement of a compensation event for the Theatre/Conference consultant team in the sum included in section 4.1 of the report.	C Mallon	Approved	<b>&gt;</b>
SPR/085/2022	SPR/085/2022 Regional Negotiating and Consultation Framework for Councils in Northern Ireland.	It was agreed that Elected Members note the contents of the report and agree to a formal commitment from NMDDC to the co-design of a Regional Negotiating and Consultation Framework.	D Carville	Noted	>
SPR/086/2022	Appointment of Director: Sustainability and Environment	the was agreed that Elected Members approve the following recommendations:  That the Committee agrees to the proposal at 2.9 for the reasons outlined within section 2 of the report.  Members are reminded of the need for absolute confidentiality in relation to the contents within the paper and the impact that unauthorised sharing of these proposals could have on the individual and the potential to realise the implementation of what is being proposed.	D Carville	Approved	>
This item i	is deemed to be exempt 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	overnment A	ct (Northern Irel	and) 2014
SPR/087/2022	Legal costs on recent Litigation Settlement	It was agreed that Elected Members note the payment of costs as outlined in the officer's report.	F O'Connor	Noted	۶

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	<b>&gt;</b>	Α.	>	*	÷
	Noted	Noted	Noted	Noted	Noted
	R Mackin	R Mackin	R Mackin	R Mackin	R Mackin
FOR NOTING	It was agreed to note the Section 75 Policy Screening Report – Quarterly Report for period January – March 2022 (Appendix I) and Policy reviews for period 2021/2022 (Appendix II).	Statutory Reporting – Rurallt was agreed to note the completed annual return Needs Annual Monitoring Report for deadline of 30 June 2022: Period 1 April 2021 – 31 Council Rural Needs Annual Monitoring Report for period 1 April 2021 – 31 March 2022	It was agreed to note the completed submission to the Department of Education forwarded on 7 April 2022 by requested deadline of 8 April 2022:  Appendix 1 - Children's Services Co-operation Act Reporting – Newry, Mourne and Down District Council response	It was agreed to note the Annual report for the 1 April 2021 – 31 March 2022 period on requests related to naming Council facilities, plant trees and locate artworks/sculptures on Council property.	It was agreed to note the response (appendix I) to the Department for Communities call for views on the Irish Expert Advisory Panel's Recommendations Report which was submitted to meet the deadline for responses of 29 April 2022.
	Statutory Reporting – (I) Section 75 Policy Screening Report – Quarterly Report for period January – March 2022 (II) Policy reviews for period 2021/2022.	Statutory Reporting – Rural Needs Annual Monitoring Report for Period 1 April 2021 – 31 March 2022	Statutory Reporting – Commissioning letter from Department of Education for report on Children's Services Co-Operation Act 2015.	Annual Report for the period 1 April 2021 – 31 March 2022 on requests related to naming Council facilities, planting trees and to locate artworks/sculptures on Council property.	Response to Department for Communities call for views on the Irish Expert Advisory Panel's recommendations report.
	SPR/088/2022	SPR/089/2022	SPR/090/2022	SPR/091/2022	SPR/092/2022

SPR/093/2022	SPR/093/2022 2021/22 FOI/EIR/DP/RM monitoring statistics	It was agreed to note the monitoring statistics report.	R Mackin	Noted	<b>&gt;</b>
SPR/094/2022	Minutes of Newry City Centre Regeneration Programme Board Meeting held on 9 May 2022.	It was agreed to note the minutes of Newry City Centre Regeneration Programme Board Meeting held on 9 May 2022.	C Mallon	Noted	<b>*</b>

END

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	16 June 2022
Subject:	Draft Publication Scheme V2.3
Reporting Officer (Including Job Title):	Edel Cosgrove – Head of Compliance
Contact Officer (Including Job Title):	Alison Robb – Assistant Director Corporate Services (Administration) Sally Andree – Records Manager

For d	lecision	X	For noting only	
1.0	Purpos	e a	nd Backgroun	nd
1.1	('the FC	IA')	to adopt and r	tion 19, Part 1 of the Freedom of Information Act 2000 naintain a Publication Scheme, publish information in seep it under review.
1.2	for pub public s	lic au	thorities to ad r indicating wh	oner's Office (ICO) produce a model publication scheme opt as well as definition documents for each part of the at information ought to be published. The ICO is nt of the scheme.
1.3	informa	tion		lows members of the public to routinely access Council ouncil demonstrate transparency and accessibility by one document.
2.0	Key iss	ues	= /	
2.1				cludes a new roles and responsibilities section on page
2.2	website further they de	. If a disci	approved, as poussion with the would be appro	the provision of services should be published on the rocedures are more dynamic documents this will require Departments to establish their procedures and what priate to place on the website, therefore "where ded in Recommendation 3.2 below.
2.3	C. C. C. M. C.		Gifts and Hospi dation 3.3 below	tality should be published on the website, see w.
2.4				ends publishing "Senior Officers' Declaration of ntinue to be processed by the Legal Team (p24).

2.5	At the time of submission, all links provided in the draft scheme are up to date	e.
3.0	Recommendations	
3.1	Members are asked to consider and approve the draft Publication Scheme.	
	It is recommended to publish the following on the website:	
3.2 3.3	<ul> <li>Policies and procedures (where applicable) for the provision of services</li> <li>Register of Gifts and Hospitality</li> </ul>	5
4.0	Resource implications	
4.1	None identified	
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)	
5.1	General proposal with no clearly defined impact upon, or connection specific equality and good relations outcomes	to,
	It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations	$\boxtimes$
5.2	Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision  Yes □ No ⊠	
	If yes, please complete the following:	
	The policy (strategy, policy initiative or practice and / or decision) has been equality screened	
	The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation	
5.3	Proposal initiating consultation	
	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	
	Consultation period will be 12 weeks	

	Consultation period will be less than 12 weeks (rationale to be provided)	38
	Rationale:	
6.0	Due regard to Rural Needs (please tick all that apply)	
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service  Yes □ No ☑  If yes, please complete the following:	
	Rural Needs Impact Assessment completed	П
7.0	Appendices	
	Draft Publication Scheme V2.3	
8.0	Background Documents	
	NMDDC Publication Scheme 2.0	

Newry, Mourne and Down District Council
Publication Scheme



### **Publication Scheme Control**

Title:	Publication Scheme
Version:	2.3
Policy reference:	CS30 Records Management Policy
Directorate/Departmental ownership:	Corporate Services/Administration
Officer responsible:	Assistant Director Corporate Services (Administration), Alison Robb
Corporate Management Team authorised on:	7 June 2022 (V2.2)
Senior Management Team authorised on:	31 May 2022 (V2.3)
Strategic, Policy and Resources Committee authorised on:	
Council authorised on:	
Review date:	
Location where document is held and referenced:	Responsible Department 🗵

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### About the Publication Scheme

Newry, Mourne and Down District Council (NMDDC) has formally adopted the Information Commissioner's <u>Model Publication Scheme</u> and <u>Definition Document for district councils in Northern Ireland</u>. The Publication Scheme is organised into seven classes of information which are set out in the Categories link below. This structure aims to save you time and effort when searching for information.

NMDDC is a Local Government District Council established under the Local Government Act (NI) 2014 to administer a range of social, economic, cultural and environmental services to the local community.

Under the Freedom of Information Act (FOIA) 2000, all public authorities are required to:

- adopt and maintain a Publication Scheme; and
- publish information in accordance with the Publication Scheme.

The Publication Scheme commits NMDDC:

- to proactively publish, or otherwise make available as a matter of routine, information which
  is held by the Council;
- to specify the information which is held by the Council and falls within the classes listed;
- to provide guidance on how the specified information can be identified and accessed;
- · to review and update the specified information; and
- to produce a schedule of any fees charged for access to information.

As a public body, NMDDC is committed to the highest standards of accountability and openness and this Publication Scheme enables the Council to fulfil its obligations under the FOIA legislation and to better inform the public of its communication and information systems.

### Roles and Responsibilities

The Chief Executive and Directors have overall responsibility for ensuring that the Council complies with the requirements of legislation affecting the management of records with any supporting codes and regulations.

The Assistant Director Corporate Services (Administration) is responsible for keeping the Publication Scheme under review to ensure that all business functions continue to be adequately covered by the Scheme.

The Head of Compliance and Records Manager will work closely with Directorates and Service Areas to ensure that there is consistency in the management of records, and that training is provided to ensure compliance with the Records Management Policy and Procedure and this Publication Scheme.

Information Asset Owners (IAOs) are responsible for:

- liaising with their team to ensure classes of information (see table below) are kept up to date and reviewed at least quarterly to ensure accurate information is published
- Quality assuring information before submitting communications update requests to the Communications and Marketing section, by emailing final information to: marketing@nmandd.org

 Emailing the Records Management Team updates to the website to enable the Records Management Team update links in this Publication Scheme

The Records Management Team are responsible for:

- co-ordinating quarterly reminders to IAO's together with suggested recommendations.
- Updating the links within this Publication Scheme when provided with information by Marketing

### Using the Publication Scheme

NMDDC aims to actively publish as much information as we can, where this information has a public interest and is not exempt from disclosure. We will monitor our Publication Scheme regularly to ensure it is meeting our obligations and our aims. We therefore encourage you to use our Publication Scheme and website and we hope you will find the information you require.

Information contained within this Publication Scheme (or supplied in response to a request) will be available in the language in which it is held. However, if required we will translate any information on this site (or supplied in response to a request) where the Council is legally required to do so. We will also comply with all disability and discrimination legislation and on request make our information available in other formats as required by law.

### Is the information already available?

NMDDC is committed to meeting its statutory requirements under the FOIA and Environmental Information Regulations (EIR) 2004 and aims to make as much information as possible freely available on demand. One of the ways in which this is done is through our corporate website, <a href="https://www.nmandd.org">www.nmandd.org</a>. This Publication Scheme also lists the information that is available on the website and how to access information that is not published.

We strongly encourage you to check this Publication Scheme first before you make a request for information as you may be able to find the information here. Also please bear in mind that we can refuse a request if the information is readily available via our Publication Scheme.

### Excluded information

A great deal of the information held by Council is personal and/or private to individuals. The FOIA and EIR does not deal with this and will not make this information public and your private affairs and business with the Council as an individual are not the subject of this Publication Scheme.

Excluded throughout the Publication Scheme is general correspondence sent or received by the Council.

The emphasis of the Publication Scheme is to make current information readily available; as such limitations may apply as to the length of time certain documents are kept by the Council, in accordance with the Retention and Disposal Schedule.

### Requesting information

We include as much information in this Publication Scheme as we can and, where information is available on the website, a hypertext link will direct you to the correct page on the website. Where information is available on request, this can be made in writing using the relevant email address provided in <u>Classes of Information</u> or to <u>Customer Services</u>.

If you cannot find what you are looking for, you can make a request for information that is not published under this Publication Scheme. Contact details for requests for information are as follows:

Head of Compliance Newry, Mourne and Down District Council Downshire Civic Centre Ardglass Road Downpatrick BT30 6GQ

E: info@nmandd.org T: 0330 137 4009

### Feedback and comments on our Publication Scheme

If you would like to provide any feedback or comments on our Publication Scheme, please contact the Head of Compliance at the above address.



## Classes of Information

The Publication Scheme contains seven classes of information. Information falling into each of these classes is published on our website:

## Class 1:- Who we are and what we do

Organisational information, structures, locations and contacts.

Class of Information	:	
	Description	How it can be accessed
Council Democratic structure chart	Newry, Mourne and Down has 41 elected members representing 7 district electoral	Website About Newry, Mourne and Down District Council
	areas. The Council's democratic structure is based on the full council and seven	Newry, Mourne and Down Councillors
	standing committees.	Council Democratic Structure - Committee Appointments
Council Directorate structure chart	The council and the committees to which	Website
	are delegated various powers and the	Background to the Council
	functions that are the responsibility of the executive:	District Electoral Area (DEA) Forums
	the terms of reference of the	
	various committees and other bodies;	Terms of Reference for Committees
	<ul> <li>the standing orders that regulate</li> </ul>	Section of the sectio
	the proceedings at meetings;	Council Standing Orders
	<ul> <li>financial regulations;</li> </ul>	Financial Regulations
	<ul> <li>the code of practice for the</li> </ul>	
	procurement of works, supplies and	Procurement Policy
	codes of conduct for members and	Code of Conduct for Councillors
	employees;	Code of Conduct for Local Government Employees
	<ul> <li>the schedule for the payment of</li> </ul>	Councillore' Schoma of Allowances
	member's allowances; and	CONTRIBUTE SCHELLE OF SHOWBILES
	<ul> <li>a description of the management</li> </ul>	
	structure of the council's workforce,	Senior Management Team

Class of Information	Description	How it can be accessed
		For further information contact Customer Service
Organisation Chart	A staffing structure of the directorates and departments.	Website Council Management Structure Page 32 - Corporate Plan 2021-2023
		For further information on internal structures of our offices, including an outline of the responsibilities and the names of senior employees, job descriptions, responsibilities and number of staff etc contact Human Resources
Location and opening times of Council Offices	Information about locations, opening times and contact details of the Council's two civic centres.	Website Our locations
		Opening hours at the Council's Downshire Civic Centre in Downpatrick and Monaghan Row in Newry are 9.00am – 5.00pm.
Currently elected Councillors' information and contact details	Councillor contact information.	Website Your Councilors
Contacts for customer-facing departments	Where available we have provided the contact details for the principal Council functions.	Website Telephone numbers Planning Staff Contact Details
	These links will take you to the three main webpages where you can select a service or function for more information:	Residents Business Council
Election results	Results of most recent election.	Website 2019 election

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Class of Information	Description	How it can be accessed
Relationships with other authorities	Partnership arrangements with other authorities, relationships with government departments and arms-length bodies.  If you have responsibility for the provision	Website Council's Chief Executive is a member of SOLACE NI, the Society of Local Authority Chief Executives and our Councillors are members of NILGA, the Northern Ireland Local Government Association.
	of facilities for office holders who are not themselves part of the local authority, for example the Registrar of births, deaths and marriages, explain your role.	Council's Chief Executive is a member of <u>SOLACE</u> NI, the Society of Local Authority Chief Executives and our Councillors are members of <u>NILGA</u> , the Northern Ireland Local Government Association.
	Registration Services:	The <u>Registration Service</u> is responsible for the registration of all births, still births, deaths, marriages and civil partnerships that take place in the Newry, Mourne and Down District area. Although part of the local authority, this statutory service is overseen by the <u>General Register Office NI</u> .
	Deputy Returning Officers (DROs):	The Chief Executive Officer of the Electoral Office Northern Ireland is the Returning Officer for all elections in Northern Ireland. Local Council Chief Executives are appointed as DROs at local council elections. The DROs act with the authority of the Returning Officer.
	Relationships with Northern Irish district councils, government departments, public bodies and European funding bodies:	Community Plan Statutory Partners Animal Welfare Special European Union Programmes Body projects Atlantic CultureScape Intangible Cultural Heritage Project Belfast Region City Deal Digital Surge Programme

Class of Information	Description	How it can be accessed
		Policing and Community Safety Partnership
		Port Health / Imported Foods
		The CANN Project
		South East Area European Maritime and Fisheries
		Fund
		National Fraud Initiative
		Strangford Lough & Lecale Partnership
		Ring of Gullion Landscape Partnership Team
		Pages 20-21 Corporate Plan 2021-2023
		For more information on Council's partnerships visit
		the following pages:
		Business Support
		Emergencies
		Environmental Health
		Safer Communities
		Strategic Programmes
		Urban and Rural Regeneration

## Class 2:- What we spend and how we spend it

Financial information relating to projected and actual income and expenditure, procurement, contracts and financial audit.

Class of Information	Description	How it can be accessed
Financial statements, budgets and variance reports	Financial information relating to projected and actual income and expenditure, procurement, contracts and financial audit.	Website Annual Accounts Statement of Accounts Quarterly Payment Statistics
Capital Programme	Major plans for capital expenditure are provided for and reported on in Council and Committee meetings:	Website/Social Media Council and Committee Agenda, Minutes and Audio
	Strategy, plans and updates can be found in:	Corporate Publications Facebook - NMD Council Twitter - NMD Council
Spending reviews	Council's Statement of Accounts and relevant Committee Reports	Website Statement of Accounts
		Agenda for Audit Committee and Strategy, Policy and Resources Committee Minutes for Audit Committee and Strategy, Policy and Resources Committee
Financial Audit Reports		Website See NI Auditor's Letter and report below
Members' allowances scheme and the allowances paid under it to Councillors each year	The total of the allowances and expenses incurred by or paid to councillors by reference to categories.	Website Councillors' Allowances and Expenses

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Northern Ireland Auditor's annual audit letter of the Statement of Accounts.  Internal financial regulations  Financial statements for projects and events  Capital budgets and scrutiny of our capital programme is undertaken at Strategy, Policy and Resources Committee meetings		Communities Leading Change - Participatory
1000		Di Di
and	NIAO	Website NIAO Annual Audit 2020-2021
2007	NIAO	NIAO Annual Audit 2019-2020 NIAO Annual Audit 2018-2019
2500	f the	Website Financial Regulations
programme is undertaken at Policy and Resources Comm	10	Website Statement of Accounts
The same of the sa	9105335	Strategy, Policy and Resources Committee Agenda Strategy, Policy and Resources Committee Minutes
	Conta	Contact Customer Services to request information on a specific project or event
Funding for partnership arrangements partnerships that the counci	council leads, e.g.:  Peace IV The CAN Attantic ( Digital G Ring of C Social In	Website/Email/Telephone Peace IV The CANN Project Atlantic CultureScape Digital Growth Programme Ring of Gullion Landscape Partnership Scheme Social Investment Fund

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Class of Information	Description	How it can be accessed
	Details of the council's funding contributions to a partnership arrangement managed by another authority, e.g.:	Belfast City Region Deal Warrenpoint Municipal Park Heritage Lottery Fund Regeneration Project Master Plans SeaFlag
	More information on funding partnerships can be found in the	Annual Report (NMD Connect) Statement of Accounts
		Contact Customer Services to request information on a specific partnership arrangement
Grant Aid Scheme and Payments	Details of grants and financial assistance offered by Council to the business community.	Website Business Grants and Funding

# Class 3:- What our priorities are and how we are doing

Strategies and plans, performance indicators, audits, inspections and reviews.

Class of Information	Description	How it can be accessed
Annual Reports	The Annual Report provides information about Council's financial position, financial performance in financial performance.	Website Corporate Publications
	and cash flows.	NMD Connect Incorporating Annual Report 2020/2021
		NMD Connect Incorporating Annual Report 2019/2020
		NMD Connect Incorporating Annual Report 2018/2019
		NMD Connect Incorporating Annual Report 2017/2018
Strategies and business plans for	Strategies and business plans for Council,	Website/Email/Telephone
services provided by the Council	directorates, departments and services.	Corporate Plan 2021-2023
including strategies developed in	Dartnevehin etrategies are developed to	Community Plan
parties and ones annionnes	meet community, enterprise and	Community Plan - Summary of Progress
	environmental objectives.	Local Development Plan
		Performance Improvement Plan
		Regeneration and Economic Development Strategy
		Culture, Arts and Heritage Strategy
		Tourism Experience Development Plan
		Play Strategy
		Good Relations Programme
		Sports Facility Strategy
	>	Irish Language Strategy

Class of Information	Description	How it can be accessed
		Chief Executive's Department Annual Business Plan 2021-22 - Page 73  Active and Healthy Communities Directorate Annual Business Plan 2021-22 - Page 40  Corporate Services Directorate Annual Business Plan 2021-22 - Page 86  Enterprise, Regeneration and Tourism Directorate Annual Business Plan 2021-22 - Page 86  Enterprise, Regeneration and Tourism Directorate Annual Business Plan 2021-22 - Page 38  Neighbourhood Services Directorate Annual Business Plan 2021-22 - Page 20  Newry, Mourne and Down Active Travel Masterplan Local Biodiversity Action Plan  Revised Equality Scheme 2020  Equality Action Plan  Disability Action Plan
Internal and external organisation performance reviews, including external audits	Information about Council's arrangements for continuous improvement in the exercise of their functions.	<b>Website</b> Performance
		Agenda for Audit Committee and Strategy, Policy and Resources Committee

Class of Information	Description	How it can be accessed
		Minutes for Audit Committee and Strategy, Policy and Resources Committee
Economic Development Action Plan	Details of Council's economic priorities and objectives to regenerate and revitalise the district in line with the Corporate Plan.	Website Regeneration and Economic Development Strategy
Statistical information produced in accordance with Council and Departmental requirements	Information about population, employment, etc. in the district.	Website Corporate Publications  NMD Connect and Corporate Plan
Data protection impact assessments (in full or summary format), or any other impact assessments (e.g. Health and safety impact	Assessments carried out to identify the impact of Council's services and strategies are available from the relevant service	Website/Email/Telephone Available on request to:
assessments, equality impact assessments, rural needs) as appropriate and relevant	Data Protection impact assessments: Equality impact, rural needs assessments: Health and Safety impact assessments:	Compliance Team Equality and Policy Health and Safety
Service Standards	Defines what a customer can expect from a service and how it should be delivered.	Website Building Control Service Level Agreement
Statutory Returns	Information provided to relevant government departments and agencies on Council's delivery of statutory obligations.	Email/Telephone For Quarterly Equality Screening Reports go to Equality For Rural Needs Annual Monitoring Reports go to Equality
		Building Control Report 01.09.2021-31.03.2022 - Page 101 Building Control Report 01.03.2021-31.08.2021 - Page 46 Licensing Report 01.09.2021-31.03.2022 - Page 106

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Class of Information	Description	How it can be accessed
		Licensing Report 01.03.2021-31.08.2021 - Page 69
		For Planning Monthly Performance Figures click on the relevant Enterprise, Regeneration and Tourism Committee Meeting Agenda
		For Quarterly Figures on Fixed Penalty Notices issued for Dog Fouling and Litter/Fly Tipping click on the relevant Neighbourhood Services Committee Meeting Agenda
		Contact Customer Services to request information from a specific service area

### Class 4:- How we make decisions

Decision-making processes and records of decisions.

Class of Information	Description	How it can be accessed
Timetable of Council Meetings	List of current meetings.	Website Schedule of Meetings
Agendas, officers' reports, background papers and minutes of Council committee and sub- committee meetings	Information that is required to be publicly available under local authority access to information rules.	Website Newry, Mourne and Down Meeting Agenda Newry, Mourne and Down Meeting Minutes Newry, Mourne and Down Meeting Audio
Major policy proposals and decisions	Information on partnerships, capital spend, resources, impact, etc on Council's major policy proposals and decisions.	Website Newry, Mourne and Down Meeting Agenda Newry, Mourne and Down Meeting Minutes Newry, Mourne and Down Meeting Audio
Background information relating to major policy proposal and decisions	Facts and analyses of facts relevant and important to the framing of major policy proposals and decisions	Website For particular analyses, see the report on the matter or decision in question (listed by meeting where the decision was made) in Council & Committee Minutes and Agenda
Public Consultations	Details of consultation exercises undertaken by Council with the community and other stakeholders.	Website
Internal Communications guidance, criteria used for decision making, internal instructions, manuals and guidelines	Council has adopted a written Constitution which sets out how the Council operates, how decisions are made and the procedures which are followed.	Website Council Constitution Council Decision Making Process

## Class 5:- Our policies and procedures

Agenda 4.0 / Draft Publication Scheme V2.3.pdf

Current written protocols, policies and procedures for delivering our services and responsibilities.

Class of Information	Description	How it can be accessed
Policy and procedures for the conduct of Council business	Information on the policies which govern the administration of the Council, its Committees and Officers	Website Council Constitution
Policies and procedures for the provision of services	Council's written protocol's, policies and procedures for delivering our services and responsibilities.  Some examples are provided:	Website/Email/Telephone  Access to Countryside Policy and Procedure Postal Numbering and Street Nameplates Street Trading Births, Deaths, Marriages and Civil Partnerships Safeguarding Policy Privacy Policy Access to Information Policy and Procedure presented to the Committee on 13 June 2019, pages 220 – 252 Records Management Policy and Procedure presented to the Committee on 12 September 2019, pages 118 - 160 Social Media and Acceptable Use Policy and Procedure presented to the Committee on 17 June 2021, pages 8 - 36 Contact Customer Services to request information from a specific service area
Policies and procedures about the recruitment and employment of staff	Information on Council's current vacancies and recruitment process.	Website/Email/Telephone Newry, Mourne and Down Jobs Newry, Mourne and Down Current Vacancies Section 75 Statutory Duties For further information contact Human Resources

Class of Information	Description	How it can be accessed
Customer Service	Complaints procedure:	Website Making a Complaint
	Complaints covering requests for information:	Access to Information - Complaints and Appeals
	To make a complaint about the conduct of a Councillor:	NI Local Government Commissioner for Standards
Records management and personal data policies	Records retention and disposal schedule, security and data protection (including data sharing and CCTV usage) policies.	Email/Telephone Records Management Policy and Procedure presented to the Committee on 12 September 2019, pages 118 - 160 Access to Information Policy and Procedure presented to the Committee on 13 June 2019,
		Retention and Disposal Schedule available on request to Head of Compliance
File Plans (high level, for current	A file plan is a tool used to manage Council	Email/Telephone
records management systems)	records.	For information on file plans contact Head of Compliance
Charging regimes and policies	Charges for documents, requests and	Website
	Council services.	Charging for Information
		Births, Deaths, Marriages and Civil Partnerships
		Business Licensing
		Bulky Waste Collection Service
		Buy a Bin
		Building Control Fees and Charges
5.0		Car Parking Charges

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How it can be accessed	Dog Licensing	Contact Department for Infrastructure for Planning Fees
Description		
Class of Information		

# Agenda 4.0 / Draft Publication Scheme V2.3.pdf

# Class 6:- Lists and registers

Information that Council holds in registers required by law or relating to Council functions

How it can be accessed	request information	Customer Services	quest to Facilities	o the Committee on 2020, page 234 2021, page 45 request to Head of
How it can	Email / Telephone Contact Customer Services to request information from a specific service area	Website/Email/Telephone Annual Statement of Accounts For more information contact Customer Services	Email/Telephone Information is available on request to Facilities Department	Email/Telephone 2018/19 statistics presented to the Committee on 13 June 2019, page 219 2019/20 statistics on 11 June 2020, page 234 2020/21 statistics on 13 May 2021, page 45 Information also available on request to Head of Compliance
Description	Information held in registers that is available for public inspection in compliance with UK GDPR. Public registers include:  • Air quality • Food businesses • Licensing • Planning applications • Public rights of ways • Public Health Funerals	Council holds registers on its capital assets, an annual analysis of these assets is provided	The locations of any overt CCTV surveillance cameras operated by, or on Council's behalf	elation to requests for er FOIA and EIR legislation
Class of Information	Public registers and registers held as public records	Asset Registers	CCTV	Disclosure Log

Class of Information	Description	How it can be accessed
Register of Councillors' financial and other interests	Register of Member's interests in accordance with the Local Government Act (NI) 2014	Website Councillors' Interests
Senior Officers' Declaration of Interests	The names, departments, sections and job titles of all officers who have made entries. In relation to Chief Officers, information recorded in the 'professional' element of the register should also be disclosed subject to consideration of the UK GDPR	Email/Telephone Information is available on request to Legal Administration
Register of Gifts and Hospitality	Details of gifts, given or received, hospitality and from which organisation and travel.	Email/Telephone Information is available on request to Customer Services
Licensing and Planning Highways, Commons, Footpaths	Lists and registers about licensing, planning, highways, commons and footpaths.	Website/Email/TelephoneAvailable on request to:
	Access information on licensing	Licensing Environmental Health
	Access all Planning applications via the portal link on the Planning page:	Planning
	Highways, Commons and Footpaths are not managed by NI Councils and further information can be found in the links provided.	NI Direct - Travel, Transport and Roads NI Direct - Environment and Outdoors
Register of Electors	The Register of Electors and information about the Register and where it can be inspected	Email/Telephone Available on request to Electoral Office for Northern Ireland Or go to Inspecting the Electoral Register

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# Class 7:- The services we offer

Information about services the Council provides, including leaflets, guidance and newsletters.

Class of Information	Description	How it can be accessed
Regulatory and Licensing Responsibilities	The regulatory and licensing functions of Council including compliance and enforcement	Website/Email/Telephone
	Building Regulations	Building Control
	Planning	Planning Applications Local Development Plan
	Licensing, Registration and Certification	Amusement Permits Cinema Honsing
		Dog Licensing including Breeding Establishment Licensing
		Entertainment Licence
		Food Premises Registration and Change of Registration
		Petroleum Licensing
		Pavement Café Licensing
		Postal Numbering and Street Nameplates
		Civil Marriages and Partnerships
		Street Trading
		Special Events on Public Roads
		Society Lottery
		Contact Environmental Health for:
		Hairdresser Licensing

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Class of Information	Description	How it can be accessed
		Tattoos, Piercing and Acupuncture Registration     Cooling Towers Registration     Caravan Park and Camping Site Licensing     Environmental Protection     Food Safety     High Hedges     Home Safety     Housing     Pest Control     Public Health Complaints     Health and Wellbeing     Abandoned and Nuisance Vehicles
		Contact Leisure and Sport for Sports Ground Safety Licensing
		Contact Legal Administration for information on district bye-laws.
		Contact the General Register Office for Life Event Certificates
Services for local businesses	Business services and advice in respect of	Website
	financial support, property advice, business opportunities, recruitment of staff, etc.	Information about Brexit Business Support
		Business Guidance
		Digital Transformation Programme
		Digital Growth Programme
		Go For It Programme
		Make It Local Programme

Class of Information	Description	How it can be accessed
		Business Growth Programme Sales Accelerator Programme Sales Accelerator Programme South East Area Fisheries Local Action Group Dog Breeding Establishments Environmental Health Business Grants and Funding Markets and Fairs Procurement and Tenders Planning Guides For more information visit NMD Business
Services for other organisations	Information on services and assistance Council provides, e.g. school groups and youth groups.	Website/Email/Telephone Environmental Education - Help and Assistance for Schools and Groups Active Travel  Museums School Tours - contact Museums Tourist signage - contact Visitor Services and Attraction Information
Services for members of the public	The services provided by Council touch the lives of everyone who lives, works or visits the district.	Weekly Bin Collection and Calendar

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Class of Information	Description	How it can be accessed
		Bin Collection Information
		Black Bin Information
		Missed Bin Information
		Assisted Bin Lift - Special Circumstances
		Blue/Green Bin Recycling
		Brown Bin Recycling
		Food Waste Caddy and Liners
		Household Recycling Centres
		Enforcing Laws on Littering and Flytipping
		Dog Warden Services
		Public Toilets
		Public Toilet Facilities for People with Disabilities
		Environmental Health - Residential
		Gaeilge - Irish Language Unit
		Breastfeeding Welcome Here Scheme
		Nappy Refund Scheme
		Communities Leading Change - Participatory
		Funding
		For information on approved civil marriage/civil partnership venues contact Registration
		For information on Planning Enforcement, Tree Preservations Orders, Conservation Areas contact the Planning Department.
		For information on Town Centre CCTV contact Customer Services

Class of Information	Description	How it can be accessed
		To report an abandoned vehicle contact Environmental Health
		For information on the NI Housing Executive Affordable Warmth Scheme contact Customer Services
Services for which Council is entitled to recover a fee together with those fees	Services for which Council is entitled to recover a fee include Building Control, Births, Deaths and Marriages and Licensing.	Website/Email/Telephone  Marriages  Civil Partnerships Leisure and Sport Building Control  Municipal Cemeteries Planning  Community Centres  Community Facilities - Hire Charges  Community Facilities - Conditions of Hire Community Facilities - Insurance Guidelines Community Facilities - Insurance Guidelines Community Facilities - Sample Risk Assessment Community Facilities - Sample Risk Assessment
		Business Licensing  Car Parking  Bulky Waste Collection Service  Buy a Bin  Contact Department for Infrastructure for Planning Fees and Forms

Class of Information	Description	How it can be accessed
Information for visitors to the area, leisure information, events, museum and archive collections	Information about what's on in the local district including activities, historical sites, events, etc.	Website/Email/Telephone What's on and Events Museums and Culture NMD Museums Leisure and Sport Amenity areas Municipal Parks and Open Spaces Play parks Areas of Outstanding Natural Beauty (AONB) in the District Castlewellan Forest Park The Mourne Mountains Ring of Gullion Castlewellan Forest Park Mountain Biking Trails Places to stay Go to Visit Mourne Mountains for Council's dedicated tourism website  Beach Equipment Loan Scheme - Cranfield, for more information visit Mae Murray Foundation For more information contact Visitor Services
Leaflets, Booklets and Newsletters	Information on services provided by Council and its partners on specific matters, e.g. food waste recycling, business news and home safety.	Website District Electoral Areas Complaints, Comments and Compliments Form

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Class of Information	Description	How it can be accessed
		Safeguarding - Advice for Customers Using Newry, Mourne and Down Council Facilities Blue/Green Recycling Bin Food Waste Recycling Pest Control Pest
Advice and Guidance for a for a busi	Advisory services and information provided for consumers, homeowners, tenants, businesses, etc.	Website Coronavirus Advice Brexit Advice

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Class of Information	Description	How it can be accessed
		Building Control Advice and FAQs
		Building Control and Radon Gas
		Energy Performance Certificates
		Nearly Zero Energy Buildings - Requirements for
		New Buildings
		How to Organise an Event
		Environmental Health - advice for residents:
		Environmental Protection
		Food Safety – see Food ratings
		High Hedges
		Home Safety
		Housing
		Pest Control
		Public Health Complaints
		Health and Wellbeing
		Environmental Health - advice for businesses:
		Consumer Safety
		Food safety
		<ul> <li>Health and Safety</li> </ul>
		<ul> <li>Housing Information for Landlords</li> </ul>
		Pollution, Prevention and Control
		<ul> <li>Port Health / Imported Foods</li> </ul>
		Emergencies
		Safequarding
		Safer Communities
		Building Control
		Diversity & Ethnic Minorities - Support Centre
		Community Support Programme
		Community Services. Facilities and Events

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Class of Information	Description	How it can be accessed
		Active Travel Road Safety
Media Releases	Press statements and releases.	Website Press Office
		News - Residents News - Business
		News - Council
Election Information	Information on election results, forthcoming elections and voting procedures.	Website Elections 2019

# Can't find what you're looking for?

Many visitors to our site find the search engine (on the top right of every page) helpful. If you still can't find what you're looking for, or if you require information in hard copy form, please contact us.

### Charging for Information

The purpose of this Publication Scheme is to make the maximum amount of information readily available at minimum inconvenience and cost to the public on our website or printed publications (although the user will have to meet any charges by their Internet service provider, personal printing costs, etc.). In addition, most information can be inspected in person at Council offices by prior appointment and the majority of information requests to Council will be processed without charge, however, there may be some occasions when payment is required.

We can post you a copy of information held in the Publication Scheme or provide photocopies of information you have inspected on site, however photocopying, printing and postage charges may apply. Council will not charge for photocopying or printing which amounts to less than £5.00 and we will use our current postal delivery services to despatch information to you and will select the cheapest option available unless you tell us otherwise.

If we make a charge, we will confirm the payment before the information is provided, please see our current charges below:

### Charging Schedule

Where we do charge, the current rates are:

Printing and Photocopying:

- A4: £0.10 per sheet (B&W) £0.20 per sheet (Colour)
- A3: £0.20 per sheet (B&W) £0.40 per sheet (Colour)
- A2: £2.00 per sheet (B&W) £4.00 per sheet (Colour)
- A1: £2.50 per sheet (B&W) £5.00 per sheet (Colour)
- A0: £3.50 per sheet (B&W) £7.00 per sheet (Colour)

### Other:

- Certified copies: £30.00
- Staff time: £25 per hour (in line with the FOIA)
- Translating information price on application
- Converting to other formats price on application
- Special delivery or courier price on application

### Requests for Information not Published under this Publication Scheme

### Freedom of Information

For the majority of FOIA requests there is no charge, however Section 12 of the FOIA may apply in certain cases should the cost of locating, retrieving and extracting the information exceed the appropriate limit. The limit for local authorities is £450.00 which represents the estimated cost of one person spending 18 hours determining whether the information is held and locating, retrieving and extracting it.

### **Environmental Information Regulations**

Regulation 8 of the EIR allows Council to charge for making environmental information available, but any such charge must be reasonable. In general, a reasonable charge is one comprising the costs involved in transferring the information to you and the staff time taken to locate the information.

If the process of finding and retrieving the information to satisfy a request will take more than 18 hours then the Council will charge at a rate of £25 per hour for the amount of time taken to locate the information.

### Data Protection Act / UK General Data Protection Regulation

When processing a Subject Access Request under the Data Protection Legislation, we must provide a copy of the information free of charge. However, we can charge a 'reasonable fee' when a request is manifestly unfounded or excessive, particularly if it is repetitive.

We may also charge a reasonable fee to comply with requests for further copies of the same information.

### **Professional Charges**

In exceptional circumstances, the Council may have to employ external specialists or other professionals to gather and prepare information to meet a specific request. A written estimate, to include time and materials spent by Council staff, will be given of the cost of providing such information. The Council will then aim to provide the information within a target of 20 days although this may be extended up to three months. All costs to be paid in advance.

### **Building Control and Licensing Non-Statutory Fee Schedule**

Please click here for the non-statutory fee schedule applicable to Building Control and Licensing services.

### Fees

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 Compliance Team will also advise requesters they can seek an Internal Review of fees notices.

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- All artwork, icons/photographic images in pages on our website and within our publications are owned by NMDDC or the creator/photographer and so unauthorised use of these materials by others is prohibited.
- If you wish to re-use copyright material from our website or other publications, please contact the Communications Team (see below).

### Why copyright is important

Copyright is important because it protects the interests of:

- · those who create
- · those who invest in creativity.

### **Contacting the Communications Team**

Contact the Communications Team on <a href="mailto:info@nmandd.org">info@nmandd.org</a> to ask permission and what, if any, additional conditions may apply. Your application should be in writing, specifying the name and address of the applicant, identifying the information source you want to re-use and the purpose for the re-use.

### **Contact Us**

Council's Compliance Team are responsible for managing access to information requests and the Publication Scheme:

Head of Compliance Newry, Mourne and Down District Council Downshire Civic Centre Ardglass Road Downpatrick BT30 6GQ

T: 0330 137 4009 E: info@nmandd.org



Report to:	Strategy Policy and Resources Committee
Date of Meeting:	16 June 2022
Subject:	Performance Improvement Plan 2022-23
Reporting Officer (Including Job Title):	Dorinnia Carville – Director: Corporate Services
Contact Officer (Including Job Title):	Kate Bingham – Head of Performance and Improvement

For d	ecision X For noting only
1.0	Purpose and Background
1.1	The purpose of this report is to recommend the final version of the Performance Improvement Plan 2022-23. This plan is supported by the Consultation and Engagement Report 2022-23 and Delivery Plans which have been developed for each Performance Improvement Objective 2022-23.
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.
2.0	Key issues
2.1	In accordance with statutory requirements, the Council is required to publish the Performance Improvement Plan by 30 June 2022. The Performance Improvement Plan 2022-23 is attached at Appendix 1, and includes the following information:  • Performance improvement objectives 2022-23 • Statutory performance indicators and standards for economic development, planning and waste management
	<ul> <li>Self imposed performance indicators, as outlined in the Corporate Plan 2021-23</li> </ul>
	Public Consultation and Engagement 2022-23
2.2	The development of the performance improvement objectives 2022-23 is based on a robust and reliable evidence base which includes:  • 764 responses to the Residents Survey (September 2018)

	<ul> <li>581 individuals engaged in the consultation on COVID-19 and the draft Corporate Plan 2021-23 (September 2020)</li> </ul>
	This was supplemented by an eight week public consultation and engagement process around the proposed performance improvement objectives 2022-23, which took place between 21 March – 16 May 2022 and consisted of the following elements:
	<ul> <li>19 responses to the survey on the draft performance improvement objectives, published through the Speak NMD platform</li> <li>Engagement with 94 stakeholders through the DEA Forums, Newry and Mourne</li> </ul>
	Youth Council and Cedar Foundation
	Overall, the feedback from the consultation and engagement process revealed widespread support for the proposed performance improvement objectives, as outlined in Appendix 2.
	Objective Delivery Plans 2022-23
2.4	Delivery plans for each performance improvement objective have been developed, as outlined in Appendix 3. 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.
3.0	Recommendations
3.1	To consider and agree:
	<ul> <li>The Performance Improvement Plan 2022-23 (including the five performance improvement objectives), Consultation and Engagement Report 2022-23 and Objective Delivery Plans 2022-23.</li> <li>That the Performance Improvement Plan 2022-23 is published before 30 June 2022, ahead of full Council ratification, in order to meet the statutory deadline.</li> </ul>
4.0	Resource implications
4.1	There are no financial resource implications within this report.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes
	It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations
5.2	Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision
	Yes ⊠ No □

	If yes, please complete the following:	
	The policy (strategy, policy initiative or practice and / or decision) has been equality screened	$\boxtimes$
	The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation	
5.3	Proposal initiating consultation	
	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	
	Consultation period will be 12 weeks	
	Consultation period will be less than 12 weeks (rationale to be provided)	$\boxtimes$
	Rationale:  At the Strategy, Policy and Resources Committee meeting in March 2022, it was agre implement an eight week consultation and engagement process, in order to meet the statutory deadline of 30 June 2022 for publishing the Performance Improvement Plan	
6.0	Due regard to Rural Needs (please tick all that apply)	Mile
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service  Yes No	
	If yes, please complete the following:	
	Rural Needs Impact Assessment completed	$\boxtimes$
7.0	Appendices	
	<ul> <li>Appendix 1 – Performance Improvement Plan 2022-23</li> <li>Appendix 2 – Consultation and Engagement Report 2022-23</li> <li>Appendix 3 – Objective Delivery Plans 2022-23</li> </ul>	
8.0	Background Documents	
	Performance Improvement Plans 2017-18, 2018-19, 2019-20 and 2020-21	

# Performance Improvement Plan 2022-23



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An Cathaoirleach Chairperson Councillor Michael Savage



An Príomhfheidhmeannach Chief Executive Marie Ward

### Foreword

Welcome to Newry, Mourne and Down District Council's Performance Improvement Plan 2022-23. Following another challenging year for us all, which was dominated by the impact of the COVID-19 pandemic, when we look back, we can 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 reconnect with the natural beauty of the District and we recorded over 1.6m visits at Kilbroney Park, Slieve Gullion Forest Park and Warrenpoint Municipal Park. We retained blue flag accreditation for our beaches, supported 94 community clean ups and issued more fixed penalty notices to address environmental crime than in previous years.

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 following the implementation of the new electronic planning system later this year. Through the Financial Assistance

Scheme, we awarded over £1.5m to local community groups to deliver a range of projects which 54,908 people benefitted from.

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 parks and open spaces, growing the local economy, improving the cleanliness of our District, building the capacity of local communities 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 2022-23. 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 2022-23

- We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces
- 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 build the capacity of local communities through the Financial Assistance Scheme
- 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



### Performance Improvement Objective 1

### We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces

# Why this matters

You told us that:

- The impact of COVID-19 on mental health and well-being is one of your top concerns and the Council should provide well maintained parks and green spaces
- 'Improving people's health and wellbeing (and reducing health inequalities)' is your second highest priority for improvement
- Over the past few years, investment in local community projects, such as parks, has become more important to you
- 94% of respondents to our 2022-23 survey agree with this objective

The COVID-19 pandemic has reinforced the strong correlation between healthy lifestyles and outdoor recreation. The Council's greenways and blueways have become increasingly popular, providing opportunities for people of all ages and abilities to lead healthy and active lives whilst enjoying the natural beauty of our District. During 2021-22, the Council carried out Visitor Satisfaction Surveys for its forest parks and beaches. The findings from the surveys indicate that, overall, 83% of visitors are satisfied with our three forest parks and 67% are satisfied with our three beaches.

However, high visitor numbers can put pressure on parks and open spaces, particularly in relation to car park congestion, littering, irresponsible behaviour and general wear and tear on the environment. Promoting good visitor management will enhance the quality of the Council's parks and open spaces, ensuring they are welcoming, safe and well maintained places to encourage local people to be active and healthy.

### Looking Back: What we did in 2021-22



1.6m visits recorded at Kilbroney Park, Slieve Gullion Forest Park and Warrenpoint Municipal Park



3 'blue flag' beaches and 5 'green flag' parks



83% of visitors are satisfied with our three forest parks



190,539 visits recorded at 10 community trails



The Forest Parks team won the 2020-21 Green Flag 'Team of the Year' award

### Looking Forward: What we will do in 2022-23

- Continue to develop the district's bid to achieve UNESCO Global Geopark designation
- Invest in new facilities at Kilbroney Park and Rostrevor Forest, Tyrella beach, Delamont Country Park and Camlough Lake
- Explore options to install visitor counters at Delamont Country Park
- Retain five green flag and three green flag heritage accreditations for the Council's parks

	<ul><li>bea</li><li>Buil</li><li>Ide</li><li>Pro</li></ul>	ches d four new ntify new o	ag accredita v play parks community t I visitor mar	and upgra	de two exis elop in futu	ting play ire years	parks
How we will me		2018-19	2019-20	2020-21	2021-22	Status	2022-23
success		Actual	Actual	Actual	Actual	Trend	Target
Number of recorded	visits at:						
Kilbroney Park		453,704	454,848	584,148	915,500	Δ	
Slieve Gullion Forest	t Park	253,376	366,444	183,712	462,240	Δ	No
Carlingford Lough G	reenway	40,219	73,138	47,005	35,021	$\nabla$	targets
Delamont Country P	ark		New per	formance m	easure		-1400000000000
Warrenpoint Municip	pal Park	- 12	205,126	119,600	212,694		
Community trails (e	xisting)	46,044	57,849	96,563	211,718	Δ	120,000
Number of parks wit flag accreditation	W. 10.000.000000	3	3	4	5	Δ	5
Number of parks wit flag heritage accred		198	1/2	1	3	Δ	3
Number of beaches flag accreditation	with blue	3	3	2	3	Δ	3
Number of new/upg parks	raded play	17	9	0	2	Δ	6
What you will see by March 2023	<ul> <li>Improvements to the Council's parks, beaches and open spaces including effective visitor management arrangements</li> <li>UNESCO Global Geopark status achieved for Mourne Gullion Strangford</li> <li>Five green flag awards and three green flag heritage awards for the Council's parks</li> <li>Three blue flag awards for the Council's beaches</li> <li>Four new play parks and two upgraded play parks</li> </ul>						
Alignment	0.05	A	110000	11 110 0	100000 17		W 10
Corporate Plan 2021-23	<ul><li>Dist</li><li>Sup</li><li>env</li></ul>	rict and re port susta ironment a	nprove the leduce health inable forms and cultural	inequalitie of tourism heritage	s n which valu	ie our	
Community Plan	• All p	lbeing people in N nmunities	Newry, Mour	me and Do	wn benefit f		
Programme for Government		The second secon	ong, healthy o live, work				
7 aspects of improvement	Strateg effectiver	7-1	ervice qualit	y Fa	irness	Inno	vation
Responsible Officer	C	irector: I	Enterprise,	Regenera	ation and	Tourism	

<sup>\*2020-21:</sup> Whilst blue flag accreditation was awarded for the Council's three beaches, lifeguard services were not offered at Murlough beach due to COVID-19 restrictions.

<sup>\*\*</sup>The visitor counters at the Dublin Bridge entrance at the Carlingford Lough Greenway were not operational during 2021-22, as this area was designated for COVID-19 testing.

### Performance Improvement Objective 2

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

### Why this matters

You told us that:

- The impact of COVID-19 on businesses and employment is your top concern, and the Council should support local businesses, especially those which have been impacted most by restrictions
- 'Supporting local businesses, attracting investment and jobs' is your top priority for improvement
- Investment to grow the economy, create jobs and attract tourists is the most important form of investment
- 95% of respondents to our 2022-23 survey agree with this objective

Whilst the global economic impact of COVID-19 is unparalleled, early indications suggest that the local economy is recovering. Between 2019 and 2020, Newry, Mourne and Down recorded increases in the number of VAT/PAYE registered businesses, employee jobs and the birth rate of new businesses. When compared to 2020, the monthly claimant count for unemployment benefit during 2021 is also reducing, but remains above pre-pandemic levels.

Continuing to support the economic recovery of Newry, Mourne and Down remains a key priority for the Council. During 2021-22, the Council awarded approximately £1m to assist local businesses in navigating the impact of pandemic. The Council also continued to deliver a range of economic development programmes to help new and established businesses to innovate, grow and expand. However, whilst much has been achieved, there is still more to do to rebuild and revitalise the local economy.

### Looking Back: What we did in

2021-22

( :)

215 new jobs promoted through business start activity



12 new social enterprise start-ups supported and 13 new social enterprise jobs created



411 businesses supported and 4,509 mentoring hours delivered through the 'NMD Growth', 'Digital Growth', 'Tender for Growth' and 'Sales Accelerator' programmes



'Make it Local' campaign delivered to stimulate footfall and the reopening of businesses across the District

### Looking Forward: What we will

do in 2022-23

- Roll-out the NMD 'Make it Local' and 'A Place to Work' campaigns to safely stimulate footfall and revitalise our local economy
- Support the creation of new business starts and promote new jobs through the NI 'Go for It' programme
- Invest in the social economy through the Social Enterprise programme
- Support local businesses and create new jobs through the 'NMD Growth', 'Digital Growth', 'Tender for Growth', 'Sales Accelerator' and 'Digital Surge' programmes

	SEAFLAG	Z				
How we will measure success	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	Status Trend	2022-23 Target
Number of business plans approved through NI 'Go For It'*	300	298	266	358	Δ	312
Number of new business starts created through NI 'Go For It'	204	203	181	215	Δ	187
Number of new jobs promoted through NI 'Go For It'	184	183	164	215	△ ③	>155 173* (updated standard)
Number of social enterprise start- ups supported	9	10	12	12	D	12
Number of social enterprise jobs created	15	12	13	13	D	12
Number of businesses supported through 'NMD Growth'	New	198	198	177	0	105
Number of jobs created through NMD Growth'	programm e 11		24	140	Δ	Programm target achieved
Number of businesses supported through 'Digital Growth'			90	93	Δ	77
Number of jobs created through Digital Growth'	New programmes		5.5	45.5	Δ	135
Number of businesses supported through 'Tender for Growth'			39	75	Δ	57
Number of jobs created through Tender for Growth'			6	36	Δ	99.5
Number of businesses supported through 'Sales Accelerator'				66	Δ	34
Number of jobs created through Sales Accelerator'			*	0	540	120
Number of businesses supported through 'Digital Surge'			84%	3	Δ	15
Number of new jobs created in coastal areas (SEAFLAG 2)*	New		7	9	0	5.5
Number of new businesses created in coastal areas (SEAFLAG 2)*	programm e	i i	1	2	0	2

### What you will see by March 2023

- 312 entrepreneurs supported with an approved Business Plan and >155 new jobs promoted through the NI 'Go For It' programme
- 12 social enterprise start-ups supported and 12 social enterprise jobs created
- 288 businesses supported, 354.5 jobs created and 6,220 mentoring hours delivered through the 'NMD Growth', 'Digital Growth' and 'Tender for Growth', 'Sales Accelerator' and 'Digital Surge' programmes
- The social economy and fishing dependent communities benefit from inward investment and growth
- More support for new and established local businesses and more employment opportunities across the District
- The economic recovery of Newry, Mourne and Down is underway, as the District becomes more economically active and prosperous

### Alignment

Responsible Officer	Dire	ctor: Enterprise, R	egeneration and Tou	rism
7 aspects of improvement	Strategic effectiveness	Service quality	Service availability	Innovation
Programme for Government	<ul> <li>Our econ carbon r</li> </ul>		petitive, regionally bala	nced and
Community Plan	<ul> <li>All peop communication</li> </ul>		ne and Down benefit fr	om prosperous
Corporate Plan 2021-23	and emp	oloyment skills	nd growing businesses,	

<sup>\*</sup>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.

<sup>\*\*</sup>The overall programme target for 'NMD Growth' has been achieved.

<sup>\*\*\*</sup>SEAFLAG 2 includes year on year cumulative results for both performance indicators and total targets when the programme concludes in March 2023.

### Performance Improvement Objective 3

### We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents

## Why this matters

You told us that:

- Dog mess and dog fouling is your top perceived problem
- Rubbish or litter lying around is a problem for many of you, particularly those living in urban areas
- The Council should continue to keep the local environment clean, ensure dog fouling is kept to a minimum and reduce the perceived increase in littering
- 90% of respondents to our 2022-23 survey agree with this objective

Between 2019-20 and 2020-21, the LEAMS\* score for the District remained at 64, which falls just below the current regional average of 65. 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 over the past three years, and the prioritisation of the refuse collection service throughout the COVID-19 pandemic.

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.

### Looking Back: What we did in 2021-22



Issued 114 fixed penalty notices, 101 of which were paid



Supported 94 community clean-ups



Anti-littering and responsible dog ownership campaigns rolled out



Decrease in the rate of recycling, from 50.4% in Q1 to 45.4% in O3

### **Looking** Forward: What we will do in 2021-22

Address issues around littering, illicit dumping and dog fouling by:

- Implementing the Enforcement Improvement Plan
- Promoting responsible dog ownership through publicity and social media campaigns
- Working with Louth County Council to raise awareness of the impact of littering and illicit dumping along the border area
- Encouraging residents to bring properly sorted surplus recyclable waste to our Household Recycling Centres
- Supporting local community clean ups
- Launching the mobile 'apps' to enable Officers and residents to record and report incidents of environmental crime

Work in partnership with Keep Northern Ireland Beautiful to:

- Commission surveys to monitor street cleanliness and identify emerging issues and hotspots
- Promote the 'Live Here Love Here' campaigns

					opt a Spot' e marine e	nvironme	nt
How we will me	easure	2018-19	2019-20	2020-21	2021-22	Status	2022-23
success		Actual	Actual	Actual	Actual	Trend	Target
LEAMS score (Keep Cleanliness Index)	NI Beautiful	72	64	64	-	D	65
Number of fixed pe issued	nalty notices	54	83	52	114	Δ	150
Number of fixed pe paid	nalty notices	50	72	26	101	Δ	125
Number of commu supported	SACOTO-FEEDOST	100	94	33	94	Δ	100
Number of 'Live He environmental proj		27	34	24	18	$\nabla$	No target
The percentage of waste collected by Councils that is sen	District	51.4%	53.7%	51.9%	49.2% (Q1-Q3)	<ul><li>□ Δ</li></ul>	50% by 2020
The amount of biod Local Authority Coll Municipal Waste th	lected	1,846t	2,131t	2,538t	2,062t (Q1-Q3		<20,954 tonnes (2019-20)
The amount of Loc Collected Municipal		82,136t	84,610t	86,900t	67,697t (Q1-Q3)	$\nabla$	No target
What you will see by March 2023	Respondittering     Improvedumping     Opporting the Second	nsible dog g and illici red oppor ng cunities to 'Live Here I and recy	ownership it dumping tunities to engage in Love Here cling targe	p and redu report litte communit c' campaig ets are ach	alty notices ced levels of ering, dog for ty clean upen n and 'Adop ieved oved civic a	of dog for ouling an s and par ot a Spot	uling, d illicit ticipate scheme
Alignment							
Corporate Plan 2021-23	Enhance, protect and promote our environment						
Community Plan	All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment						
	We live and work sustainably - protecting the environment						
Programme for Government	We live	e and wor	k sustaina	bly - prote	cong the er	Milonine	nt
Programme for	We live     Strategic     effectiveness	Sen	vice	bly - prote Innova		THE STORY OF THE	nt nability

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

\*\*The Q1-Q3 2021-22 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.

<sup>\*\*\*\*</sup>The Council is working towards the regional recycling target of 65% by 2030.

### Performance Improvement Objective 4

### We will build the capacity of local communities through the Financial Assistance Scheme

# Why this matters

You told us that:

- The impact of COVID-19 on 'mental health and well-being' and 'vulnerable, isolated and lonely' residents are amongst your top concerns, and the Council should support community groups and charities
- 'Improving community relations and safety, reducing crime and anti-social behaviour' is the third highest priority for improvement for residents
- 94% of respondents to our 2022-23 survey agree with this objective

The Council remains committed to building the capacity of local communities, enabling them to have a voice in shaping the future of their District. Through the Financial Assistance Scheme, local communities are empowered to address local issues using public funds. Since 2015-16, the Council has awarded over £8.3m to 2,651 applications across a range of thematic areas including community engagement, summer schemes and festivals.

However, the overall success rate of applications to the Financial Assistance Scheme reduced from 72% in 2020-21 to 69% in 2021-22. This can largely be attributed to specific themes recording lower success rates, including 'Events and Festivals', 'Summer Schemes', 'Service Level Agreements', 'Let's Grow' and 'Major/Minor Capital Projects'. These themes will benefit from targeted intervention and additional support through the Council's training and capacity building sessions.

In addition, the number of projects funded during 2022-23 may reduce as applications are now scored and ranked, in line with the new Financial Assistance Policy, and demand for funding can often exceed the level of funding available for some themes.

### Looking Back: What we did in 2021-22

0

£1.54m awarded to 374 projects across 20 thematic areas



£936k awarded towards major and minor capital projects

0

36,486 volunteer hours to deliver projects and 54,908 beneficiaries of the scheme

0

98% of applicants are satisfied with the support received from the Programmes Unit

(1)

69% of applications to the financial assistance schemes were successful

### Looking Forward: What we w

 Launch 3 financial assistance calls across a minimum of 19 thematic areas to support the delivery of community led projects

What we will do in 2022-23  Continue to promote and roll out the Electronic Grant Management System

	and cor an emp • Promot	nmunity g hasis then e the onlir	roups in a nes with lo ne training	pplying for wer succe module to	to support financial a ss rates potential il in 2021-	assistanc applican	e, with				
How we will measure success		2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	Status Trend	2022-23 Target				
% of successful financial assistance applications*		71%	71%	72%	68.8%	D	70%				
% of financial assistance applications funded*		71%	71%	64%	68.8%	Δ	No target				
Number of capacity building sessions delivered		New performance measure			6	0	7				
Number of participants at training sessions		New performance measure			140	19	300				
Number of participants / beneficiaries of the Financial Assistance Scheme		New pe	rformance i	measure	54,908	0	c50,000				
What you will see by March 2023	through SLA's) Improv financia Volunta objectiv Represe empow Improv	Circa £1.4m awarded to local voluntary and community groups through the Financial Assistance Scheme (including FMA's and SLA's)  Improved and accessible training and support when applying for financial assistance  Voluntary and community groups are supported in meeting their objectives and delivering projects across a range of themes Representatives from the community and voluntary sector are empowered to have a voice and shape the future of their area Improved community capacity and cohesion across Newry, Mourne and Down									
Alignment											
Corporate Plan 2021-23	<ul> <li>Enable and support people to engage in inclusive and diverse activities in their communities</li> </ul>										
Community Plan	<ul> <li>All people in Newry, Mourne and Down live in respectful, safe and vibrant communities</li> </ul>										

Service

availability

We have an equal and inclusive society where everyone is valued

We have a caring society that supports people throughout their

**Director: Active and Healthy Communities** 

Fairness

Innovation

and treated with respect

lives

Strategic

effectiveness

Programme for

Government

7 aspects of

improvement

Responsible

Officer

<sup>\*</sup>The methodology for scoring specific themes within the Financial Assistance Scheme was reviewed in 2020-21 and the success rate of the applications funded reduced as some themes were scored and ranked, based on the funding available.

<sup>\*\*</sup>Score and rank was not fully implemented in 2021-22 due to additional COVID-19 Recovery funding being made available.

### Performance Improvement Objective 5

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

### Why this matters

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.

The implementation of the Planning Service Improvement Programme is well underway. Despite the challenges presented by the COVID-19 pandemic, the processing times for planning applications have improved when compared to previous years. Whilst performance may be temporarily impacted by the implementation of the new electronic planning system during 2022-23, the Council remains committed to achieving the statutory standards and providing a quality service to all customers.

In January 2022, the Council carried out a Customer Satisfaction survey with 113 Planning Agents in order to identify those aspects of the service which are working well and any areas for improvement. Based on the 29 responses submitted, which equates to a low response rate of 25%, the findings indicate that:

- 69% are satisfied with the reception service
- 48% are satisfied with the expertise and knowledge of Planning
- 7% are satisfied with the time taken to process applications

The feedback from the survey will be used to identify and inform further improvements to the Planning Service.

## Looking Back:

What we did between April-December 2021

Processed 46.9% of planning enforcement cases within 39 weeks, which is below the regional average of 70%



Average processing time of 18.3 weeks for local planning applications, which is above the regional average of 16.8 weeks



Average processing time of 49.8 weeks for major planning applications, which is below the regional average of 55.9 weeks Received 1,324 local planning applications, which is the highest across Northern Ireland



11% reduction in the number of live enforcement cases in the system for 12 months or more

### Looking Forward:

What we will do in 2022-23

- 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
- Support employees to deliver service improvements through ongoing training, capacity building and 'planning surgeries'
- Effectively implement the new electronic planning system

How we will measure success		2018-19 Actual	2019-20 Actual	2020-21 Actual	Q1/Q2/Q3 2021-22 Actual	Status Trend	2022-23 Target			
Average processing time for local planning applications (weeks)		18	20.6	19	18.3	8	<15 weeks			
Average processing time of major planning applications (weeks)		76.6	94	64.6	49.8	-⊗ -∆	<30 weeks			
Percentage of planning enforcement cases progressed within 39 weeks		52.9%	36.2%	40.9%	46.9%	⊗ △	70%			
Number of planning applications in the system for 12 months or more**		224	183	187	187		150			
Number of planning applications in the system for 12 months or less**		800	685	788	825	$\nabla$	700			
Number of enforcement cases in the system 12 months or more**		734	620	551	486	Δ	450			
What you will see by March 2023	<ul> <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>									
Alignment		-412 -42								
Corporate Plan 2021-23	<ul> <li>Provide accessible, high quality and integrated services through continuous improvement</li> </ul>									
Community Plan	<ul> <li>All people in Newry, Mourne and Down benefit from prosperous communities</li> </ul>									
Programme for Government	People want to live, work and visit here									
7 aspects of improvement	Strategic effectiveness	44505700	vice ability	Service	quality	Effic	Efficiency			
Responsible Officer	Director: Enterprise, Regeneration and Tourism									

<sup>\*</sup>Annual planning figures will be validated by the Department for Infrastructure and published through the Annual Report 2022-23.

<sup>\*\*</sup>The 2022-23 targets have been carried forward from 2021-22.

# Strategic Alignment

Performance Improvement Objective	Corporate Objective(s)	Community Planning Outcome(s)	Duty of Improvement
We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces	Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities  Support sustainable forms of tourism which value our environment and cultural heritage	All people in Newry, Mourne and Down enjoy good health and wellbeing  All people in Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service quality Fairness Innovation
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 build the capacity of local communities through the Financial Assistance Scheme	Enable and support people to engage in inclusive and diverse activities in their communities	All people in Newry, Mourne and Down live in respectful, safe and vibrant communities	Strategic effectiveness Service availability Fairness Innovation
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
Econon	nic Development	
ED1	The number of jobs promoted through business start-up activity	>155 173* (updated target)
Plannin	ig .	
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%
Waste I	Management	
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

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

Advocate with others for the benefit of all people of the District Compliance with the Duty of Community Planning / monitor delivery of outcomes with partners

Percentage of residents who are satisfied with their local area as a place to live

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 2022-23

The performance improvement objectives 2022-23 have been carried forward from 2021-22, as they remain relevant ad meaningful. 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 2022-23

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 2020-21, 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.

### 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



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

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.



### Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities

We will help to reduce health inequalities and improve the quality of life for all by contributing fully to programmes, services, facilities and amenities.



### Enhance, protect and promote our environment

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.



### Support sustainable forms of tourism which value our environment and cultural heritage

We will support and advocate for increased investment and development in tourism which promotes our unique assets and increases visitor satisfaction and spend.



### Enable and support people to engage in inclusive and diverse activities in their communities

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



### Promote the revitalisation of our city, towns, villages and rural communities

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.



### 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 2022-23 are aligned with the seven specified aspects of improvement:

	Seven Aspects of Improvement			t			
Performance Improvement Objective	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
We will promote healthier lifestyles by increasing participation in physical activity	1	*	Г	*			1
We will grow the economy by supporting local businesses and creating new jobs	4	×	1				1
We will improve the cleanliness of our District by reducing littering, fly tipping and dog fouling	1		4		1		1
We will build the capacity of local communities through the Financial Assistance Scheme and DEA Forum initiatives	1		¥	4			1
We will improve the average processing times of planning applications and enforcement cases by implementing the recommendations from the Planning Service Review	~	~	×			4	

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 2022-23 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 2022-23.

# Consultation and Engagement

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.

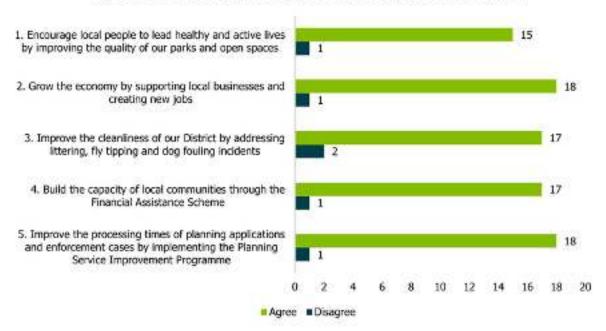
This year, the Council used the Speak NMD platform to host the consultation and engagement process. As a dedicated online space, which is facilitated through the Newry, Mourne and Down Community Planning Partnership, Speak NMD enables residents to participate in local consultation and engagement activities and have their say on the issues and decisions which have an impact on their local area. Through Speak NMD, an electronic survey, idea's board and quick poll in relation to the draft performance improvement objectives 2022-23 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 19 completed surveys and engagement with 94 stakeholders through the DEA Forums, Youth Council and 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 2018.

Electronic documentation, survey on the draft performance improvement objectives 2022-23, ideas board and quick poll on the Speak NMD platform	Survey: 19 responses Ideas Board: 4 ideas Quick poll: 10 responses
Seven District Electoral Area Forums which are made up of Elected Members and independent members representing the voluntary, community and business sectors     Section 75 groups, including the Newry and Mourne Youth Council and Cedar Foundation	94 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 2018)	764 respondents

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

### Agreement on Performance Improvement Objectives (2022/23)



The areas for improvement and issues raised through the overall consultation and engagement processes are clearly aligned to the five performance improvement objectives 2022-23, 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 hoe 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

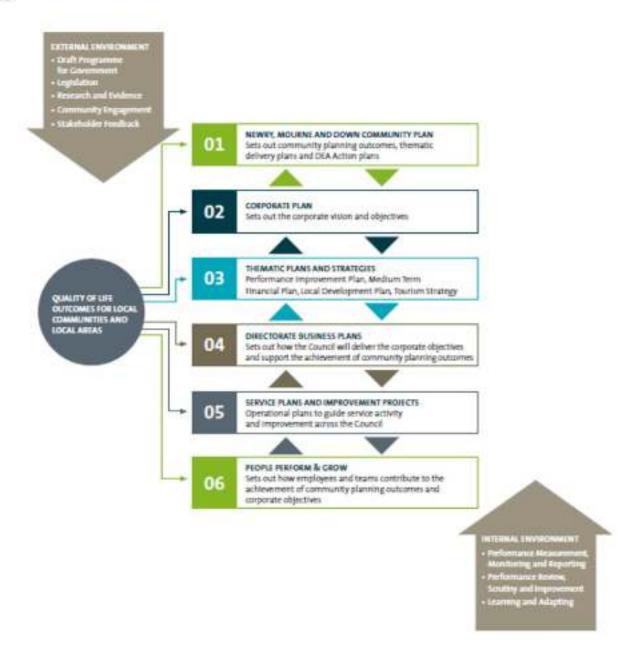
The Council has put in place a number of frameworks and systems to drive forward continuous improvement and facilitate a performance improvement culture. These include the Business Planning and Performance Management Framework, Policy Development Framework, Equality Scheme, Governance Framework and Risk 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 2022-23, 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.

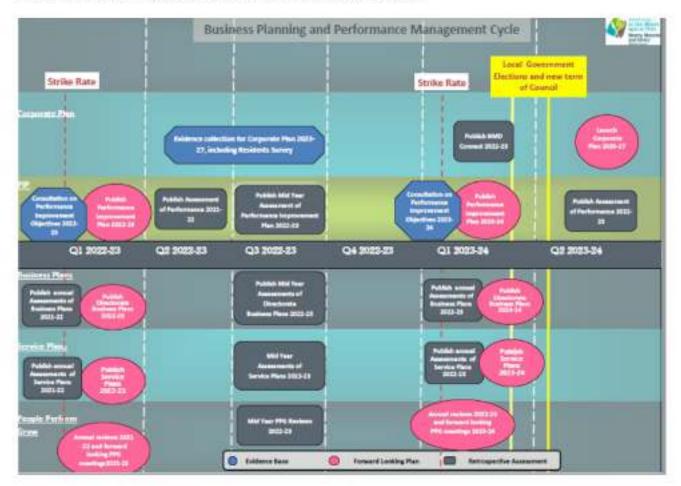
Through the Business Planning and Performance Management Framework, the Council will manage performance at all levels across the organisation, in order to ensure the necessary steps are taken to secure continuous improvement in the exercise of functions. Each level of the Business Planning and Performance 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 NMD Connect Newsletter and 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.



Annual performance assessment

# **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 2022-23 are outlined below:

# Full Council Approval of the annual Performance Improvement Plan Mid year progress report Annual performance assessment Strategy, Policy and Resources Committee Scrutiny, challenge and approval of the annual Performance Improvement Plan Mid year progress report Annual performance assessment Audit Committee Provide assurance that performance management arrangements are robust and effective Mid year progress report Annual performance assessment Senior Management Team Lead the development of the annual Performance Improvement Plan Mid year progress report

The Council must publish an Assessment of Performance by 30 September 2022 which will provide an overview of how the Council has performed during 2021-22. 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 2022-23.

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 2022-23, 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: Kate Bingham

Head of Performance and Improvement Newry, Mourne and Down District Council

O'Hagan House Monaghan Row

Newry Co Down BT35 8DJ

Telephone: 0300 013 2233

Email: kate.bingham@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 2022-23



### 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 2022. 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 21 March—16 May 2022, Newry, Mourne and Down District Council carried out an eight week consultation and engagement process with key stakeholders on the draft performance improvement objectives 2022-23, through the following mechanisms:

- Electronic survey, ideas board, quick poll 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:
  - Seven District Electoral Area Forums
  - Newry and Mourne Youth Council
  - Cedar Foundation

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 2021-22:

- Residents Survey (September 2018)
- 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 2021-22

### Analysis Methodology

A total of 19 completed surveys were received in response to the consultation and engagement on the Council's draft performance improvement objectives 2022-23. 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 2022-23. This was supplemented by an ideas board, quick poll and engagement process with 94 key stakeholders, as outlined below:

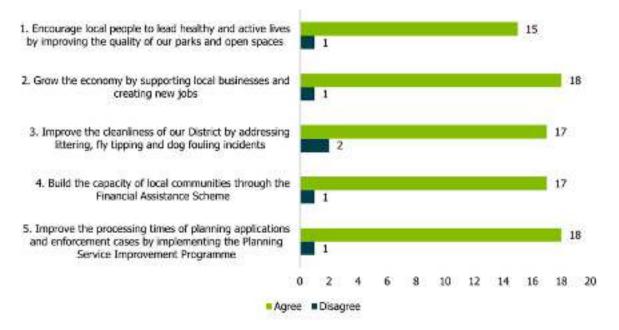
Consultation and Engagement	Details
Rowallane DEA Forum	22 March 2022
Mournes DEA Forum	30 March 2022
Slieve Gullion DEA Forum	28 March 2022
Downpatrick DEA Forum	12 April 2022
Newry DEA Forum	28 April 2022
Crotlieve DEA Forum	29 March 2022
Slieve Croob DEA Forum	12 April 2022
Newry and Mourne Youth Council	12 April 2022
Cedar Foundation User Forum	10 May 2022
Residents Survey (September 2018)	764 residents aged 16+ with quotas applied for age, gender, social class and District Electoral Area
Consultation on COVID-19 and the Corporate Plan 2021-23 (September 2020)	560 individuals completed the online survey / 21 residents participated in three focus groups

## **Consultation and Engagement Findings**

### **Analysis of Findings**

All responses to the draft performance improvement objectives 2022-23 have been received from residents. There has been a positive response to the five proposed performance improvement objectives, with almost all respondents agreeing with each objective.

### Agreement on Performance Improvement Objectives (2022/23)



### Ideas Board and Quick Poll

Through Speak NMD, an ideas board was used to enable respondents to put forward their ideas for improving Newry, Mourne and Down. The ideas put forward are outlined below:

- Classes and trips out to improve health and well-being.
- Improved theatre facilities offering a diverse range of performances, including music, plays and comedy.
- Improve engagement and democracy by letting citizens have a direct say in how Council funding is spent.
- Improve the access to and quality of outdoor activity venues other than field sports to encourage angling, kayaking, walking and target sports.

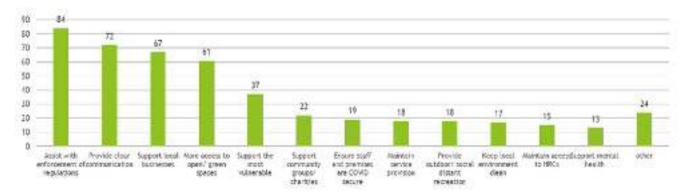
During the last week of the consultation and engagement process, a quick poll was also facilitated through Speak NMD, which asked whether consultees agreed with a specific objective on a particular day. Feedback from the quick poll revealed that:

- 8 respondents agreed with performance improvement objective 1 (We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces)
- 1 respondent agreed with performance improvement objective 2 (We will grow the economy by supporting local businesses and creating new jobs)

# Consultation on COVID-19 and the Corporate Plan 2021-23 (2020)

These findings are endorsed by the results of the consultation and engagement on the impact of COVID-19 and the Corporate Plan 2021-23, which reinforces the alignment between the performance improvement objectives 2021-22 and the top concerns identified by residents.

Specific things which the Council can do to help alleviate the impact of COVID-19 locally



- The top concerns for residents include the impact of the pandemic on local businesses and employment, mental health and wellbeing, economy, lack of enforcement of COVID-19 regulations and the spread of the Coronavirus.
- To alleviate the impact of COVID-19, the Council can continue to support local businesses, provide access to open/green spaces and support local community groups.

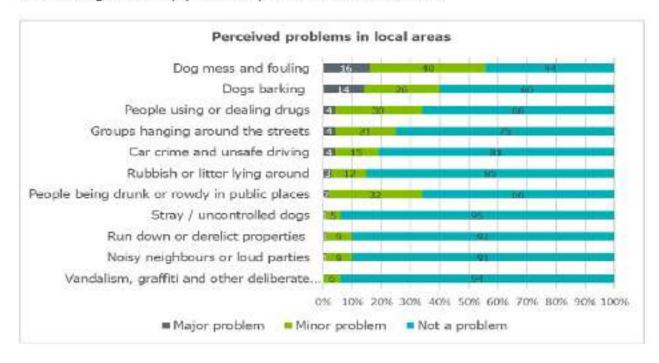
### Residents Survey (2018)

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, community relations, good relations, community safety, protecting the environment and managing waste are amongst the top 10 priorities for improvement.
- A cleaner, more attractive area, regeneration, accessible leisure centres, tourism and participating in cultural activities are amongst the lesser priorities for improvement.

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

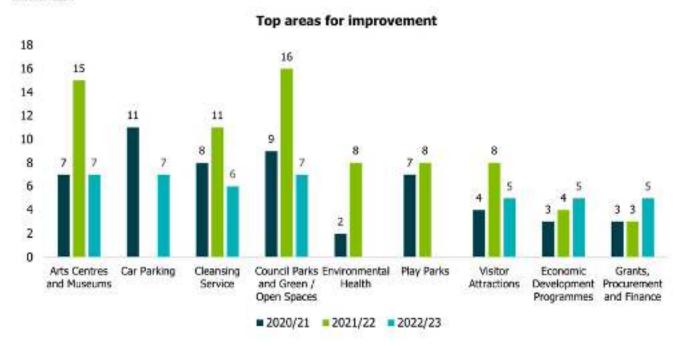
An analysis of the consultation and engagement findings indicates that the issues raised will be addressed through the proposed 2022-23 performance improvement objectives, 'supporting actions' and 'measures of success', or as part of the Council's business planning process. An overview of the amendments and revisions that have been made to the performance improvement objectives, throughout the consultation and engagement process are highlighted below.

	You Said	We Did
We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces		The Q1/Q2 actual recorded visits to Kilbroney and Slieve Gullion Forest Parks have been revised and included in the 2021-22 annual figures.
		The recorded visits to community trails in previous years has been amended slightly and the 2022-23 target for recorded community trail visits has increased from 110,000 to 120,000.
We will grow the economy by supporting local businesses and creating new jobs		The 'Digital Transformation' programme has been rebranded as the 'Digital Surge' programme and the 2022-23 job creation target has increased from 10 to 15.
We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents		
We will build the capacity of local communities through the Financial Assistance Scheme	The target of 72% success rate was considered to be quite high.	The target for the number of successful applications to the Financial Assistance Scheme has been revised from 72% to 70%, based

		on further analysis and consultation feedback.
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme	It was recognised that the implementation of the new planning system may have an impact on the processing times of planning applications.	The effective implementation of the new planning system has been included as a supporting action.

### 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. Car parking', 'parks and green spaces' and 'arts centres and museums' are the top priorities for improvement in 2022-23.



### **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 2022-23, there have been some minor amendments to the 'supporting actions' and 'measures of success', as outlined in the Performance Improvement Plan 2022-23.

The Consultation and Engagement report will be published on the Council's website by 30 June 2022, alongside the Performance Improvement Plan 2022-23. It will also be circulated to key stakeholders to support the business planning process.

### Summary of Consultation and Engagement Feedback

### Performance Improvement Objective 1

### **Newry DEA Forum**

- The Newry City Park is a key initiative that is being led by the Council.
   Whilst it may be referenced in the Performance Improvement Plan in future years, it currently sits within the Corporate Plan, as a principal, medium term project the Council will undertake.
- Clarification was requested in relation to UNESCO Global Geopark designation and the national park.

### Slieve Croon DEA Forum

- There has been significant investment in the play parks and community trails across the Slieve Croob DEA which has been very welcome.
- Play parks is a tangible issue which is frequently raised by citizens.

### Mournes DEA Forum

 There is an issue with the cleanliness of the community trail at Augrim Hill, Attical, specifically in relation to littering and dog fouling. Has the community trail been cleaned and are there any plans to put litter bins in the community trail?

### Youth Council

- Forest parks should be accessible via public transport and should have more cycle paths.
- Newry City needs a park and there is a lack of good parks in rural areas.
   Bessbrook Pond is often vandalised.

### Cedar Foundation

- It is positive that there is no charge to visit the forest parks in the legacy Newry and Mourne District.
- There are good facilities at some parks, particularly Slieve Gullion Forest Park and Derrymore Woods. However, the toilets and play park at Derrymore are far apart, which may be challenging for families.
- There should me more dog fouling bins in parks, which are emptied on a more regular basis with bags provided at the bins. It would be beneficial to recognise if there is an improvement in the amount of dog fouling at parks.
- There is a lack of facilities and too much litter along the Towpath.
   NMD/ABC Councils should work in partnership to address these issues and improve the Towpath, potentially using this waterway for barges.
- New play parks should be accessible and the Council should consider testing the accessibility with the support of those who are disabled or less abled.
- Disabled parking at Council parks is good. However, there is an issue with lighting at some parks.

### Website

- Partially, very little is changed with residents in mind and the natural environment, plants and animals we share our space with.
- The Newry City Park needs to be moving on now as it seems to have come
  to a halt or updates need to be given to the public by Council, outlining
  what is happening and what stage the park is at. Transport can be an
  issue to get to forest parks in the District and public transport can be quite
  costly. The Council should consider a scheme to provide free public
  transport or reduced cost transport to the forest parks. The park at Laonda
  Crescent is fantastic and provided by Council.
- The separation of annual permits for Tollymore and Castlewellan forest parks is ridiculous, especially for pensioners who are being encouraged to be physically active.

### Performance Improvement Objective 2

### Youth Council

- The Council should work with partners to understand those school subjects which are currently popular, and gaining in popularity, in order to identify current and future skills gaps, secure investment, help plan ahead and align education and skills with the local economy.
- A standardised programme should be developed whereby local businesses visit secondary schools to explain the options which are available to young people in the future, which could include apprenticeships or university. Local businesses should promote and offer apprecticeships to young people to help them develop soft skills for the future, in relation to team work, conflict management etc, which may have been negatively impacted by the COVID-19 pandemic.
- The Artisan Market in Downpatrick has moved from the Down Museum to a local car park, and the current venue is not as inviting for visitors and shoppers. The atmosphere was better at the museum, as it was a more suitable location.
- The Council requires a lot of paper work top lease community halls which can often deter local businesses and community groups from exploring this opportunity.

### Website

 Too many jobs are built around tourism and hospitality leading to a gig economy, zero hours contracts, low pay and no stability.

### Performance Improvement Objective 3

### Slieve Gullion DEA Forum

 There may be a correlation between the reduced rate of recycling and the closure of Household Recycling Centres. This potential link should be considered further as part of the review of Household Recycling Centres and the Council should focus on improving the overall rate of recycling across the District.

### Crotlieve DEA Forum

Back to Agenda

- Littering remains a big issue across the District and the Council should do
  more to encourage people to take their litter home or use the litter bins
  available. There may be a correlation between purchase points and
  discarding litter, especially after two or three miles, and the Council should
  consider placing reminders, using illuminous signage, at selected locations
  across the District.
- The Council should be more proactive in monitoring littering and illicit dumping hotspots, issue more fixed penalty notices and consider installing cameras to identify those who litter, in order to improve the cleanliness of the District.

### Downpatrick DEA Forum

 The increased target for issuing fixed penalty notices is welcome and might benefit by the introduction of a benchmarking arrangement with other local Councils, including Ards and North Down Borough Council. This would help place the performance of Newry, Mourne and Down in context with neighbouring local authorities.

### Slieve Croob DEA Forum

 Dog fouling and fly tipping are tangible issues which are often raised by citizens. However, dog fouling and littering across the Slieve Croob DEA, on new walkways and community trails, is a growing issue.

### Youth Council

- There are many litter hotspots across the District. The Council should do more to address the issue by putting up signs, enforcing fines, issuing fixed penalty notices and emptying existing litter bins in busy areas.
- The Council should consider offering free bulky waste collections on a regular or occasional basis and should do more to promote the benefit of community clean ups.

### Newry DEA Forum

- There are issues with littering on the Tandragee Road, Newry, especially
  after he grass verges are cut by the Department for Infrastructure.
- There are significant issues with traffic management and littering around Damolly Retail Park, Newry, specifically in relation to the overflowing retail bins. Through the Chamber of Commerce, this issue will be discussed with the relevant stakeholders.
- There is litter along the towpath, specifically around O'Reilly Lough, which
  is also used as a drinking den, with discarded bottles and broken glass.
  This area would benefit from a clean up.
- Dog fouling continues to be a major issue across the Newry DEA and the Council should place more emphasis on addressing this issue.

### Cedar Foundation

 Littering, dog fouling and fly tipping are significant issues across the District, and it is positive to see fixed penalty notices being issued as a deterant. The Council should issue more fixed penalty notices to offenders.

- There is a signiciant 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 is positive to encourage the local community to get involved in looking after the local environment. Tidy Towns is a good initiative to support this.

### Website

- Fly tipping has become a serious issue which is being highlighted on a daily basis by local councillors. The Council needs to come up with a scheme that challenges this issue and makes a difference, as campaigns encouraging people need to take responsibility aren't working. The bulky waste scheme does not work either as people will not pay when they know if they dump unwanted items, the Council will lift them free of charge. The Council should offer free bulky rubbish pickups in communities once a quarter for residents to get rid of access rubbish they have.
- Dog fouling is a serious issue across the District and needs to be tackled.
  Posters do not work. More dog bins with dog bags attached to the bin
  should be considered. The Council should consider using social media to
  publicise the amount of fines issued or photos of enforcement officers out
  on the streets so that people know and feel a presence. More advertising
  of what is and is not to be put into black/blue/brown bins is required, as
  this can be very confusing at times.
- The absence of wardens in Newcastle is completely counter productive.
  Littering and dog fouling is rife. Large wheeled bins (such as are at
  Tollymore Pk) at Newcastle key central locations should be used during
  peak periods, [potentially at the area in front of the Newcastle Centre and
  the area alongside Shimna boating pool. The current provision is totally
  inadequate.

### Performance Improvement Objective 4

### Slieve Croob DEA Forum

The Financial Assistance Scheme is a lifeline for many community groups.
However, community groups are getting better at completing financial
assistance applications and the threshold is increasing, with 'score and rank'
being introduced. Local demand for funding seems to be exceeding the
funding available.

### Downpatrick DEA Forum

- Issues were raised in relation to paperless applications and the need to print and upload the required documentation, as opposed to uploading documents electronically. Is there an opportunity to streamline and centralise the documents required and submitted by community groups, to avoid duplication?
- Issues were raised in relation to the timeframe for completing and submitting Financial Assistance applications for the 2022-23 financial year, whereby some community groups did not have the capacity to meet the deadlines. However, the approval process for awarding funding can take

time, which is why the Financial Assistance Call was launched in December 2021.

### **Youth Council**

- Youth people are not necessarily aware of the Financial Assistance Scheme and more work should be undertaken to promote it.
- There is a potential issue when community groups only received partial funding and the entire project cannot therefore be delivered.
- The 72% success rate target seems to be very high.

### Website

Funding forms are complicated to complete, especially for volunteers who
are not fully trained professionals and are expected to complete an
extensive form. The 50% funding allocation does not work, and suggests
the Council is more concerned with the amount of projects funded rather
than funding quality projects. How can the council expect projects to
deliver the same outcomes with half the money and a reduced impact on
the community. Either the Council should reduce the amount of projects
they fund to fully fund quality projects or reduce the amount that can be
applied for so that groups can work within a budget they can get 100% of
the funding for.

### Performance Improvement Objective 5

### Slieve Croob DEA Forum

 This is a very relevant objective as the performance of the Planning Department needs to improve.

### Slieve Gullion DEA Forum

 The NI Audit Office Report in relation to Planning suggests that there is often a delay in receiving response from statutory consultee which can contribute to delays in the processing times of planning applications.

### Crotlieve DEA Forum

 Since 2015, there have been historic, legacy issues with the Planning Service, which have been compounded by staffing shortfalls and staff turnover.

### Mournes DEA Forum

- Resourcing and staff turnover within the Planning Department is a key issue which may contribute to delays in the planning process and should be addressed.
- The Council should explore options to allocate planning applications in similar areas to the same case officer, to ensure consistency and joined up working.
- A recent report suggests that the cost of running the Planning Service across Northern Ireland has increased and Councils are currently making up

the financial shortfall. This issue should be considered and addressed by the Department for Infrastructure.

Will the new planning system have an impact on performance?

### Youth Council

 There is a perception that it is difficult to gain planning permission, particularly in rural areas.

### Website

 The planning service must first tackle the scourge of people implementing changes then applying for retrospective planning permission. It is then much more difficult to change structures and most end up staying in unsuitable spaces not in keeping with the area.

### Other comments

- Tackle issues of anti social behaviour
- To support peace building initiatives and positively address the impact of segregated patterns of public life within the district.
- Number of new outdoor leisure facilities developed or upgraded not related to field sports.
- Return rate of residents after university etc to measure if job availability at graduate level
- Keep residents informed in all areas by doing a letter box notification
- agree that these performance measures are important. However who is holding council to account for not meeting these targets. Planning delays in the NMD area and the lack of communication and consultation within that dept is having huge residual problems within the area and many contractors are now refusing to work in the area due to planning issues! Also the littering and fly tipping- these are very small targets set that still are not being met. Something needs to be done about this as it is very off putting for tourism
- More action needs to cover the Down side of the council area and not just Newry & Mourne. Down area seems to be forgotten
- More emphasis on the climate crisis and sustainable living in Newry Mourne and Down.
- Commit to regular cleaning of play parks / toilets etc Commit to time frames for processing planning applications Commit to reducing poverty and health inequalities in areas of deprivation Improve citizen engagement Improve participation in council led activities - see below classes and gym opening times.
- Fair and equal distribution of community facilities and services across the district - not just concentration in the bigger towns.
- Much more engagement with residents needed to measure success of how their rates are being spent.
- Consideration should be given to volunteers at the Downpatrick Railway operating the trains, as opposed to just Council officers.

### Other improvements

- Improvement of roads, fly tipping/dumping problems, walking trails in local areas
- Improve good relations and the area's tourism potential through addressing the blight of flyposting and illegally erected signage in particular that erected by political parties (Sinn Fein and SDLP are the major offenders), illegal organisations (Saoradh), Unite the Union and businesses on Council property.
- Development of districts unique natural resources for sport, leisure and tourism to attract visitors and investors. Investment in developing the skillsets of residents along with business investment to enable an increase in the manufacturing and production sector within the district to support self sufficiency of the district.
- Better job market, more tourism
- More classes to help people get out of the house and classes to help there heath and well-being
- Park in Newry and if going ahead with a civic centre the location should be changed from current proposed location.
- Environment and climate
- better town centre infrastructure for visitors and workers
- Increase memberships of leisure centres by opening later/ more activities for toddlers / children / wider range of classes inclusive ie for people with disabilities more play equipment in outdoor facilities Increase democracy by using co-production - let the people have more say
- Fair and equal distribution of community facilities across the district which
  can serve all age groups for example, Crossgar continues to have no
  dedicated community facility despite an increasing population and an
  obvious need for a facility which both old and young can use. NMD/DDC
  have talked about this for 20 odd years and still no facility whilst other
  neighbouring towns and villages of a similar size have multiple facilities.
  Increased community focus Council should seek to engage communities
  by providing leadership and resource throughout the district and not leave
  it to individuals within communities to try to do so with no support.
- To be less exploitative of the beautiful natural area and more protective of natural assets.
- Albert Basin Park Newry.
- Newry is in need of a decent theatre. One with capacity of around 1000
  that would attract bigger name shows to the area. The theatre does not
  require conference facilities, there are plenty of places to cater for this
  across the district but not decent theatre. More parking is needed in Newry
  also especially around the hospital and city centre. The Newry City Park
  should be priority no. 1. More support is needed for community groups
  across the district to deliver programmes for all ages within communities.
- Street cleaning/dog and litter control in Newcastle.

# Objective Delivery Plans 2022-23

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

		spaces			
Responsible Officers	Director: Enterprise, R. Assistant Directors: 7	<b>Director:</b> Enterprise, Regeneration and Tourism <b>Assistant Directors:</b> Tourism, Culture and Eve	Regeneration and Tourism Tourism, Culture and Events / Leisure and Sport / Enterprise, Employment and Regeneration	/ Enterprise, Employmen	nt and Regeneration
Link to Community Plan	All people in Newry, Mourne and Down enjoy good health and wellbeing	urne and Down enjoy ng	Link to Corporate Plan 2021-23	Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities	he health and in the district and ties
Governance: Performance Improvement Plan 2022-23	Mid Year Progre Strategy, Policy     Annual Assessm Committee and	Mid Year Progress Report of the Perform Strategy, Policy and Resources Committ Annual Assessment of Performance to the Committee and Audit Committee.	Mid Year Progress Report of the Performance Improvement Plan 2022-23 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee. Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee.	, 2022-23 to the Senior P eam, Strategy, Policy ar	Management Team, nd Resources
Meeting the legislative	Strategic Effectivene objective will deliver rea Service Quality: The c open spaces, new capita Global Geopark status. Fairness: Includes opp spaces, with specific ref Innovation: Innovative improve the visitor expe	Strategic Effectiveness: Aligned to community planning objective will deliver real benefits and outcomes for local objective will deliver real benefits and outcomes for local open spaces, new capital projects which are scheduled to Global Geopark status.  Fairness: Includes opportunities for people across Section spaces, with specific references to play parks for children.  Innovation: Innovative, forward looking investment to use improve the visitor experience and encourage local people.	Strategic Effectiveness: Aligned to community planning outcomes and corporate objectives. Achieving this objective will deliver real benefits and outcomes for local communities and other key stakeholders.  Service Quality: The quality of services will continue to improve through the planned upgrades to existing parks and open spaces, new capital projects which are scheduled to be delivered, green and blue flag awards and UNESCO Global Geopark status.  Fairness: Includes opportunities for people across Section 75 categories to access the Council's parks and open spaces, with specific references to play parks for children.  Innovation: Innovative, forward looking investment to upgrade parks, open spaces and community trails, in order to improve the visitor experience and encourage local people to live healthy and active lives.	d corporate objectives.  nd other key stakeholder gh the planned upgrades green and blue flag awar s to access the Council's open spaces and commo	Achieving this rs. s to existing parks and rds and UNESCO sparks and open unity trails, in order to
		What we are going	g to do		
Supporting Action	Link to existing Plan/Strategy	Measures of Success	Resources	Governance	Responsible Officers
Continue to develop the district's bid to achieve UNESCO Global Geopark designation	Corporate Plan 2021-23 ERT Business Plan 2022-23	UNESCO Global Geopark status achieved	E20k towards Global Geopark designation Within the existing resources of the AONB and Geopark Team	Annual Assessment of Performance 2021-22 Annual and bi- annual assessments of the ERT Business Plan 2022-23	Assistant Director Tourism, Culture and Events Head of Product Development and Visitor Experience AONB and Geopark Manager

Assistant Director Tourism, Culture and Events Head of Product Development and Visitor Experience	Assistant Director Tourism, Culture and Events Head of Product Development and
Annual and bi- annual assessments of the ERT Business Plan 2022-23 Ongoing monitoring of projects within the Capital Plan	Annual and bl- annual assessments of the ERT Business Plan 2022-23
Kilbroney Forest Park Fallows Phase 2 Community Trail: £940k in total, £500k from DAERA Tyrella Beach: Financial resources to be finalised. Delamont Country Park: Financial resources to be determined. Camlough Lake: £3m in total	Partnership working with external agency and framework agreement in place.
Fallows phase 2 walking trail at Kilbroney Forest Park to compete by Q4 2022-23  New visitor facilities at Tyrella Beach to complete by Q4 2022- 23  Design phase: Viewpoint upgrade, walking trails and visitor information centre at Delamont Country Park Investment in facilities at Calough Lake. The first stage of the project will focus on land acquisition and	planning permission during 2022-23.  Number of recorded visits at Forest Parks Framework agreement in place for Visitor counters identified, agreed, installed and operational
ERT Business Plan 2022-23 Capital Plan	ERT Business Plan 2022-23
Invest in new facilities at Kilbroney Park and Rostrevor Forest, Tyrella beach and Delamont Country Park	Explore options to install visitor counters at Delamont Country Park

Head of Product Development and Visitor Experience Grounds Maintenance Manager Project Development Officer National Lottery Heritage Fund	Head of Product nts Development and sss Visitor Experience	Assistant Director: Leisure and Sport ess Head of Outdoor Leisure ent ent	Assistant Director: Leisure and Sport ess Head of Outdoor Leisure d
Annual and bi- annual assessments of the ERT/NS Business Plans 2022- 23	Annual and bi- annual assessments of the ERT Business Plan 2022-23	Annual and bi- annual assessments of the AHC Business Plan 2022-23 Ongoing assessment of the Play Strategy	Annual and bi- annual assessments of the AHC Business Plans 2022-23 Community Trail Management and Prioritisation Framework
Application fee	Application fee	£2.5m over 5 years allocated through the Play Strategy	2022-23 SLA with ORNI: £100,450
Five green flag awards and three green flag heritage awards for the Council's parks	Three blue flag awards	Four new parks in Annalong / Kilmorey Park (Newry) / Teconnaught / Darragh Cross Two upgraded parks in Shandon Park (Newry) / Bessbrook Pond	Number of recorded visits at Community Trails in 2022-23  1. Saul GAC - 2018/19, Downpatrick. 2. Ballmarlanch Rugby Cuth - 2018/19, Rowallane. 3. Drumiseeragh Forest - 2019/20, Sieve Croob. 4. Therenadarragh Forest - 2019/20, Sieve Croob.
ERT Business Plan 2022-23 NS Business Plan 2022-23	ERT Business Plan 2022-23	AHC Business Plan 2022-23 Play Strategy 2017-22	AHC Business Plan 2022-23 Service Level Agreement with Outdoor Recreation NI (ORNI)
Retain five green flag and three green flag heritage accreditations for the Council's parks Green flag accreditation for Kilbroney Park, Slieve Gullion Forest Park, Warrenpoint Municipal Park, Newry Canal and Delamont Country Park and heritage accreditation for Warrenpoint Municipal Park, Newry Canal and Delamont Country Park.	Retain blue flag accreditation for Cranfield, Murlough and Tyrella beaches	Build 4 new play parks and upgrade 2 existing play parks	Identify new community trails to progress in future years

	Assistant Director Tourism, Culture and Events Head of Product Development and Visitor Experience				<ol> <li>Ongoing work flag accreditation.</li> </ol>	arks and beaches. y Strategy is almost	noll's parks and open
So.	Annual and bi- annual assessments of the ERT Business Plans 2022-23			tigate Risks	loped and implemented to achieve green/blue	for upgrades to forest p implementation of Pla	gement across the Cour
7	Within existing resources		4	Actions to Mitigate Risk	fanagement Plan deve	igements are in place inity Trails in place and	iote good visitor mana
5. Seaforde Pfantasion & Corry Wood - 2019/20, Slieve Croab. 6. Dalsy Hill Wood 2020/21, Newry. 7. Aughrim Hill 2020/21, Mournes. 8. Gendesha Forest Trail, Forkhill, 2021/22, Slewe Gullion. 9. Lough Park/Windmill Hill Trail, Ballymahinch 2021/22, Rowallane 10. Trevenadarragh Forest Car Park, 2021/22, Slieve Croab.	Level of footfall at: Kilbroney Park / Slieve Gullion Forest Park / Carlingford Lough Greenway / Warrenpoint Municipal Park / Delamont Country Park	Level of satisfaction with the Council's forest parks and beaches	Risk Management		UNESCO Global Geopark Management Plan developed and implemented. Ongoing work underway across the Councils parks and beaches to achieve green/blue flag accreditation.	Project management arrangements are in place for upgrades to forest parks and beaches. SLA with ORNI for Community Trails in place and implementation of Play Strategy is almost complete.	Work is underway to promote good visitor management across the Council's parks and open spaces.
	ERT Business Plan 2022-23	1			on and green/blue flag	ks to the forest park by parks	n with Forest Parks
	Promote good visitor management across all Council parks and open spaces			Risks	UNESCO Global Geopark designation and green/blue flag accreditation is not achieved	Delays in delivering the capital works to the forest park upgrades, community trails and play parks	Low levels of usage and satisfaction with Forest Parks

# Performance Improvement Objective 2

Senior Responsible Officer	<b>Director:</b> Enterprise, Regeneration and Tourism <b>Assistant Director:</b> Enterprise, Employment an	eneration and Tourism exprise, Employment and Regeneration	egeneration	Director: Enterprise, Regeneration and Tourism Assistant Director: Enterprise, Employment and Regeneration	
Link to Community Plan	All people in Newry, Mourne and Down benefit from prosperous communities		Link to Corporate Plan Inve	Invest in and support new and growing businesses, job creation and employment skills	owing businesses, job
Governance: Performance Improvement Plan 2022-23	Mid Year Progress Policy and Resour     Annual Assessmer Audit Committee.	Mid Year Progress Report of the Performance Improver Policy and Resources Committee and Audit Committee. Annual Assessment of Performance to the Senior Mana Audit Committee.	e Improvement Pian 2 Committee. enior Management Tea	Mid Year Progress Report of the Performance Improvement Plan 2022-23 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee.  Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee.	ment Team, Strategy, urces Committee and
Meeting the legislative criteria	Strategic Effectiveness: Aligned to community is citizens, local businesses and social enterprises.  Service Quality: The quality of services available economic development programmes available.  Service Availability: The continued roll-out of procommunities will improve access to and availability. Innovation: Implicit within this objective are innobusinesses / social enterprises across the District.	Aligned to community plass and social enterprises. ality of services available to ogrammes available. e continued roll-out of proaccess to and availability of access to and availability of in this objective are innovinses across the District.	anning outcomes and on the businesses and stake grammes to businesses of key services, as well ative, forward looking	Strategic Effectiveness: Aligned to community planning outcomes and corporate objectives, and will deliver tangible benefits to citizens, local businesses and social enterprises.  Service Quality: The quality of services available to businesses and stakeholders will improve through the broad range of economic development programmes available.  Service Availability: 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.  Innovation: Implicit within this objective are innovative, forward looking ways to promote / create new jobs and support businesses / social enterprises across the District.	deliver tangible benefits the broad range of ng dependent n the District. v jobs and support
		What we are	What we are going to do		
Supporting Action	Link to Thematic Plan/Strategy	Measures of Success	Resources	Governance Arrangements	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	Make it Local £80k NMD A Place to Work: £30k (provisional)	K: arrangements through the Labour Market Partnership Make it Local – Monitoring arrangements through the ERT Committee	Assistant Director: Enterprise, Employment and Regeneration Head of Regeneration and Business Development
Support the creation of new businesses and promote new jobs	Corporate Plan 2021-23	Number of business plans approved through NI 'Go For It'	NMD contribution: £75k	5k Monthly meetings of the regional Management Team	Assistant Director: Enterprise, Employment and Regeneration

through the NI 'Go for It' programme	Regeneration and Economic Development Strategy 2020-25 ERT Business Plan 2022-23	Number of new business starts created through NI 'Go For It' Number of new jobs promoted through NI 'Go For It'	Regional programme led by Lisburn and Castlereagh City Council	Annual and bi-annual assessments of the ERT Business Plan 2022-23	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 2022-23	Assistant Director: Enterprise, Employment and Regeneration Head of Regeneration and Business Development Enterprise Development Officers
Support local businesses and create new jobs through the 'NMD Growth', 'Digital Growth', 'Sales Accelerator' and 'Digital Surge' programmes		Number of businesses supported Number of Jobs created	Total funding: £267k / NMD contribution: £84,600	Monthly meetings with the Delivery Agents Annual and bi-annual assessments of the ERT Business Plan 2022-23	Assistant Director: Enterprise, Employment and Regeneration Head of Regeneration and Business Development
Support the creation of new jobs and businesses in coastal areas through SEAFLAG 2	NI FLAG Strategy 2018-22 ERT Business Plan 2022-23	Number of new jobs created in coastal areas  Number of new businesses created in coastal areas	£2.3m investment between 2018-22	Ongoing monitoring to ensure that Priority 4 of the SEA-EMFF are invested fairly, sustainably and successfully	Assistant Director: Enterprise, Employment and Regeneration
		Risk Man	nagement		
Risks		Actions an	Actions and Controls to Mitigate Against Risks	Against Risks	
Failure to deliver the economic development support the economic recovery of the District	Failure to deliver the economic development programmes support the economic recovery of the District	a	nes are in place with robu	All programmes are in place with robust management and governance arrangements.	nance arrangements.

Publicity campaigns delivered through online and social media platforms. Signposting service in place. Ongoing monitoring of key influences and economic development support adjusted to meet local demand. The impact of COVID-19 and Brexit on delivering the various economic development programmes and achieving targets Lack of interest in and applications made to participate in programmes

## Performance Improvement Objective 3

Senior Responsible Officer	Director: Neighbourhood Services Assistant Directors: Waste Management / Health and Wellbeing	l Services sete Management / Healt	oonsible   Director: Neighbourhood Services   Assistant Directors: Waste Management / Health and Wellbeiro		
Link to Community Plan	All people in Newry, Mourne and from prosperous communities	ne and Down benefit ities	Link to Corporate Plan 2021-23	Enhance, protect and promote our environment	promote our
Governance: Performance Improvement Plan 2022-23	Mid Year Progress     Policy and Resour     Annual Assessme     Audit Committee	Mid Year Progress Report of the Performance Improve Policy and Resources Committee and Audit Committee Annual Assessment of Performance to the Senior Mana Audit Committee	Mid Year Progress Report of the Performance Improvement Plan 2022-23 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee	:-23 to the Senior Manager Strategy, Policy and Resou	ment Team, Strategy, urces Committee and
Meeting the legislative criteria	Strategic Effectiveness: Aligned to community outcomes to local citizens.  Service Availability: The availability of key servinding through 'Live Here Love Here' campaigns. Innovation: The Council has introduced innovation through support for Community Clean ups, Enforcible development of mobile apps to report and recarcoss the District.  Sustainability: Initiatives to encourage public palevels of littering, fly tipping and dog fouling will echange. District in the future.	s: Aligned to community is availability of key serv is Love Here' campaigns. has introduced innovati munity Clean ups, Enforc is apps to report and reo is to encourage public pa ing and dog fouling will e	Strategic Effectiveness: Aligned to community planning outcomes and corporate objectives and will deliver real benefits and outcomes to local citizens.  Service Availability: The availability of key services will improve, through support for community led initiatives and access to funding through 'Live Here Love Here' campaigns.  Innovation: 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.  Sustainability: 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.	porate objectives and will of apport for community led in a community pride across to continued engagement with antify emerging issues and promote responsible dog out the delivery of a more a	leliver real benefits and nitiatives and access to the District, as evidenced address 'hotspots' ownership and reduce sustainable service and
			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:	Corporate Plan 2021-23 Enforcement Improvement Plan	LEAMS score (Keep NI Beautful Cleanliness Index)	Within existing resources	Annual and bi-annual assessments of the Neighbourhood Services Directorate Business Plan 2022-23	Assistant Director: Waste Management Head of Waste Processing

Head of Waste Management	Assistant Director: Waste Management Head of Waste Processing	Assistant Director: Health and Wellbeing
Ongoing assessments of the Dog Fouling Strategy and Enforcement Improvement Plan	Annual and bi-annual assessments of the NS Directorate Business Plan 2022-23	Annual and bi-annual assessments of the AHC Directorate Business Plan 2022-23
	Within existing resources	Within existing resources
Number of fixed penalty notices issued (littering and dog fouling)  Number of fixed penalty notices paid (littering and dog fouling)  The percentage of household waste collected by District Councils that is sent for recycling  The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled  The amount of Local Authority Collected Authority Collected Municipal Waste that is landfilled  The amount of Local Authority Collected Municipal Waste	arisings Mobile apps launched	Number of community clean ups supported
Services Directorate Business Plan 2022-23	NS Directorate Business Plan 2022-23	Active and Healthy Communities Directorate Business Plan 2022-23
Implementing the Enforcement Improvement Plan Promoting responsible dog ownership through publicity and social media campaigns Working with Louth County Council to raise awareness of the impact of fly tipping along the border area Encouraging residents to bring properly sorted surplus recyclable waste to our Household Recycling Centres	Launching the 'mobile app' to enable officers and residents to record and report incidents of environmental crime	Support local community clean ups, in line with COVID-19 guidance

Participate in the Keep NI Beautiful 'Live Here Love Here' campaign		Number of 'Live Here Love Here' environmental projects			
Encourage community groups to 'Adopt a Spot'		Number of community groups to 'Adopt a Spot'		S	
Commission surveys to monitor street cleanliness and identify		Surveys commissioned	9	Annual and bi-annual	Assistant Director:
emerging issues and hotspots	NS Directorate Business Plan 2022-23	Work commenced in relation to littering and	Within existing resources	assessments of the NS Directorate	Waste Management
Highlight the impact of littering on the marine environment		the marine environment	2	Business Plan 2022-23	Processing
		Risk Ma	Risk Management		
Risks		100000000	Actions to Mitigate Against Risks	ainst Risks	
Stakeholders do not get Love Here' campaigns	Stakeholders do not get involved in community clean up's Love Here' campaigns	an up's and 'Live Here	All initiatives are promote media, website, liaison w	All initiatives are promoted and publicised across the District, through social media, website, Ilaison with Council employees and word of mouth.	District, through social ord of mouth.
Failure to improve the level of stree littering, dog fouling and fly tipping	Failure to improve the level of street cleanliness and reduce the level of littering, dog fouling and fly tipping	nd reduce the level of	The Council has a numbe the local area, promote n enforcement action.	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.	courage civic pride in sport littering and use
Failure to achieve the sta	Failure to achieve the statutory targets for waste management	nanagement	Programmes are in place to incre	Programmes are in place to increase the rate of recycling and reduce the	ling and reduce the

# Performance Improvement Objective 4

Wew	We will build the capacity of local communities through the Financial Assistance Scheme	ties through the Fin	ancial Assistance Scheme
Senior Responsible Officer	Director: Active and Healthy Communities Assistant Director: Community Engagement		
Link to Community Plan	All people in Newry, Mourne and Down live in respectful, safe and vibrant communities	Link to Corporate Plan 2021-23	Enable and support people to engage in inclusive and diverse activities in their communities
Governance: Performance Improvement Plan 2022-23	Mid Year Progress Report of the Performance Improver Policy and Resources Committee and Audit Committee     Annual Assessment of Performance 2021-22 to the Ser Committee and Audit Committee	ance Improvement Plan 20 Jit Committee -22 to the Senior Manager	Mid Year Progress Report of the Performance Improvement Plan 2022-23 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee Annual Assessment of Performance 2021-22 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee

Meeting the legislative criteria	Strategic Effectiveness: All outcomes to citizens. Service Availability: The avaprojects and initiatives funded Fairness: This objective provinctuding older people, young	Strategic Effectiveness: Aligned to community planning outcomes and corporate objectives and will deliver real benefits and outcomes to citizens.  Service Availability: The availability of and accessibility to key services will improve through the continued roll-out of projects and initiatives funded through the Financial Assistance Scheme.  Fairness: This objective provides opportunities to improve societal wellbeing by engaging all sections of the local community, including older people, young people, children and people from BME communities, whilst supporting the community and	planning outcomes and c ssibility to key services w al Assistance Scheme, improve societal wellbeil people from BME commi	igned to community planning outcomes and corporate objectives and will deliver real beneficially of and accessibility to key services will improve through the continued roll-out of a through the Financial Assistance Scheme.  Addes opportunities to improve societal wellbeing by engaging all sections of the local commpeople, children and people from BME communities, whilst supporting the community and	Il deliver real benefits and itinued roll-out of of the local community, he community and
	Innovation: Innovative ensuring that all section	voluntary sector through council allocated funding.  Innovation: Innovative mechanisms to effectively engage and work in partnership with the community and voluntary sector, ensuring that all sections of the local community have the opportunity to benefit from the Financial Assistance Scheme.	rengage and work in para ave the opportunity to be	tnership with the commun	ity and voluntary sector, sistance Scheme.
	2	What we are going to do	going to do		
Supporting Action	Link to Thematic Plan/Strategy	Measure of Success	Resources	Governance Arrangements	Responsible Officers
		% of successful financial assistance applications	2		
assistance calls across a minimum of 19 thematic areas to	Active and Healthy Communities Directorate Business	% of financial assistance applications funded	1		
community led projects	C2 2202 SIBIL	Number of participants/ beneficiaries of the Financial Assistance Scheme	£1.4m within the	Annual and Bi-annual assessments of the AHC Directorate	Assistant Director: Community
Deliver online training and capacity building to support local voluntary and community groups in applying for financial assistance, with an emphasis on themes with lower success rates	Active and Healthy Communities Directorate Business Plans 2022-23	Number of online capacity building sessions delivered Number of participants	Financial Assistance Scheme 2022-23	Reports considered and approved by the AHC Committee	Engagement Head of Programmes
Promote the online training module to potential applicants, including those who	Active and Healthy Communities Directorate Business Plans 2022-23	at training sessions			

were unsuccessful in 2021-22	
	Risk Management
Risks	Actions to Mitigate Against Risks
Reduction in the number/percentage of successful applications	Ongoing training and capacity building programme in place.
Poor uptake and capacity to use the Electronic Grants Management System	Ongoing promotion of the system and training and capacity building programme in place.
Low attendance and participation in training and capacity building programme	Ongoing promotion to potential applicants, including those who have been unsuccessful in previous years

### Performance Improvement Objective 5

Sonior Boenoneible Officer	==	plementing the Planning Service Director Enterprise	Planning Service Improvement Programme	t Programme	
Sellio responsible Office		ise, regeneration and rounsin			
Link to Community Plan	All people in Newry, Mourne a from prosperous communities	All people in Newry, Mourne and Down benefit from prosperous communities	Link to Corporate Plan 2021-23	Provide accessible, high quality and integr services through continuous improvement	Provide accessible, high quality and integrated services through continuous improvement
Governance: Performance Improvement Plan 2022- 23		Mid Year Progress Report of the Performance Improvement Plan 2022-23 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee Annual Assessment of Performance 2021-22 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee	ance Improvement Plan se and Audit Committee -22 to the Senior Manag	2022-23 to the Senior P ement Team, Strategy,	Management Team, Policy and Resources
Meeting the legislative criteria	Strategic Effectiveness benefits to citizens. Service Quality: The im improve the quality of the Service Availability: In to the sustainable develop Efficiency: The purpose effectiveness of the service	Strategic Effectiveness: Aligned to community planning outcomes and corporate objectives and will deliver real benefits to citizens.  Service Quality: The implementation of the Planning Service Improvement Programme has, and will continue to improve the quality of the service provided by reducing the processing times of applications.  Service Availability: Improved availability of the Planning Service, focused on reducing processing times, will contribute to the sustainable development of Newry, Mourne and Down.  Efficiency: 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.	s: Aligned to community planning outcomes and corporate objectives and will deliver real plementation of the Planning Service Improvement Programme has, and will continue to service provided by reducing the processing times of applications. Approved availability of the Planning Service, focused on reducing processing times, will continue to Newry, Mourne and Down. of the Planning Service Improvement Programme is to improve the overall efficiency and ce, by seeking to make better use of the resources available.	corporate objectives ar ent Programme has, an nes of applications. sed on reducing process e is to improve the ove es available.	nd will deliver real nd will continue to sing times, will contribute rall efficiency and
	The same of the sa	What we are going to do	ing to do	2	
Supporting Action	Link to Thematic Plan/Strategy	Measure of Success	Resources	Governance Arrangements	Responsible Officers

£

Effectively implement ERT Business Plan Successful Within existing resources Annual and bi-annual the new electronic 2022-23 implementation ERT Business Plan ERT Business Plan
Risks Management
Risks Actions to Mitigate the Risks
Failure to meet the statutory performance standards for The Planning Service Improvement Programme outlines the key areas for improvement, processing planning applications, enforcement cases.
guir

Report to:	Strategy Policy and Resources Committee
Date of Meeting:	16 June 2022
Subject:	Directorate Business Plans
Reporting Officer (Including Job Title):	Marie Ward – Chief Executive Dorinnia Carville – Director: Corporate Services
Contact Officer (Including Job Title):	Marie Ward – Chief Executive Dorinnia Carville – Director: Corporate Services

For d	ecision	X For noting only				
1.0	Purpose and Background					
1.1	contribute strategies Performar cascaded As Directo Plan, they usual activ insight int	e Business Plans provide an overview of planned activity for the year ahead, and to the delivery of the Community Plan, Corporate Plan and other key plans and They form an essential part of the Council's Business Planning and Ince Management Framework, which demonstrates how corporate objectives are across the organisation and provides assurance that they are being delivered. In orate Business Plans are directly aligned to the achievement of the Corporate remain fairly high level, and do not necessarily capture the core, business as with that is undertaken by individual departments. Alternatively, they provide an orate the key, overarching objectives, supporting actions and measures of success Directorate in the year ahead, whilst setting the context for the development of Intal Service Plans which are operational in nature.				
2.0	Key issue	25				
2.1	Assessment of Directorate Business Plans 2021-22					
	approach Business I each Dire Business I	to business planning, each Directorate has undertaken an assessment of their Plan 2021-22. These assessments provide an overview of the performance of ctorate and have been used to influence the development of the 2022-23 Plans. This exercise is an important part of the Council's statutory responsibility then the way performance is monitored, reviewed and reported across the on.				
		sment of the Chief Executive's Business Plan and Corporate Services Directorate Plan 2021-22 are attached at Appendices 1 and 2.				
2.2	Directora	ate Business Plans 2022-23				
	measures objectives to the cur	e Business Plans 2022-23 outline the key objectives, supporting actions and of success each Directorate will work towards, which are aligned to the strategic within the Corporate Plan 2021-23. Directorate Business Plans are also aligned rent organisational structure and may be subject to amendment as 'Planning for progresses.				

	The Chief Executive's Business Plan and Corporate Services Directorate Business Plan 2022-23 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.
3.0	Recommendations
3.1	Assessment of the Chief Executive's Business Plan and Corporate Services     Directorate Business Plan 2021-22     Chief Executive's Business Plan and Corporate Services Directorate Business Plan 2022-23
4.0	Resource implications
4.1	There are no financial resources implications within this report.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes
	It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations
5.2	Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision  Yes No   If yes, please complete the following:
	The policy (strategy, policy initiative or practice and / or decision) has been equality screened
	The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation

5.3	Proposal initiating consultation	
	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	
	Consultation period will be 12 weeks	
	Consultation period will be less than 12 weeks (rationale to be provided)	
	Rationale: Consultation not required.	
6.0	Due regard to Rural Needs (please tick all that apply)	
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service  Yes No   If yes, please complete the following:	
	Rural Needs Impact Assessment completed	$\boxtimes$
7.0	Appendices	1200
	<ul> <li>Appendix 1 – Assessment of the Chief Executive's Business Plan 2021-22</li> <li>Appendix 2 – Assessment of the Corporate Services Directorate Business Plan 2021-22</li> <li>Appendix 3 – Chief Executive's Directorate Business Plan 2022-23</li> <li>Appendix 4 – Corporate Services Directorate Business Plan 2022-23</li> </ul>	
8.0	Background Documents	
	Directorate Business Plans 2021-22	
	Assessments of Directorate Business Plans 2020-21	

### Chief Executive's Department

Annual Assessment Business Plan 2021-22



### Introduction

This report provides an overview of progress in delivering the Business Plan 2021-22 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 2021-22 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

Statu	is the second se
<u>•</u>	Target or objective achieved / on track to be achieved
<u></u>	Target or objective partially achieved / likely to be achieved / subject to delay
0	Target or objective not achieved / unlikely to be achieved

### **Chief Executive's Department**

### **Key Office Objectives / Actions**

**Community Planning** – Work with partners to lead the implementation of the Community Plan and deliver better outcomes for local people.

**Evidence and Research** – Develop a robust and reliable evidence base to underpin and inform future decision-making and policy development processes.

**Performance and Improvement** – Support the development of a performance improvement culture by embedding effective performance management arrangements.

**Democratic Services** – Support the decision making and political governance structures of the Council.

Соп	munity Pla	anning				
OBJECTIVE	ALIGN	ALIGNMENT WITH CORPORATE PLAN				
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					
Action	Timescale	Status	Progress			
Facilitate the development and publication of the 'Recovery and Renewal Plan' for the Strategic Stakeholder Forum	Q1	•	The Recovery and Renewal Plan was published in Q1 and the Strategic Stakeholder Forum hosted an information event in June to promote the concepts contained within plan.			
Review the planned activity and structures of the Priority Sub- groups to secure alignment with the post COVID-19 priorities identified by the Community Planning Partnership	Q2	<b>©</b>	Ongoing. Many Priority Subgroups have now re- convened and revised actions which are aligned to post COVID-19 priorities have been identified. The Council has also established a Digital Poverty Working Group to address digital exclusion and Youth Voice to encourage civic participation amongst young people.			

Prepare and publish the Community Planning Statement of Progress	Q3	•	The Statement of Progress was finalised and presented to the Community Planning Partnership in January 2022.
Work in partnership with the NI Housing Executive to organise a conference to outline progress against the Housing Needs Action Plan and identify future objectives for the District	Q3	<b>©</b>	The Housing Needs Conference took place on 10 November 2021. Speakers included representatives from key stakeholder organisations, such as the World Economic Forum.
Prepare and publish the Community Planning review	Q4	<b>(a)</b>	An initial appraisal of indicators has been undertaken and the Community Plan is currently being reviewed. The procurement exercise to appoint an independent facilitator to lead this process is ongoing.
Work with Community Planning partners to progress the development and implementation of further Participatory Budgeting projects across the District	Q4	<b>©</b>	The launch of Participatory Budgeting has taken place and £57k has been secured from a range of partners to deliver the programme. In total over 6,000 individuals participated in the project, and 39 groups were awarded funding to help address issues around social isolation and mental wellbeing in their community.
In collaboration with the Strategic Stakeholder Forum, lead the Community Foundation NI supported Citizens' Panel for the District	Q4	<b>©</b>	Through the Strategic Stakeholder Forum, 'Bang the Table' has been procured as a suitable platform to engage stakeholders and invite views on a diverse

range of projects. Three engagement project have taken place with over 1,500 users
registering their interest in further participation.

<u> </u>		9	in further participation.
Evic	ience and I	Resear	ch
OBJECTIVE	ALIGN	MENT W	ITH CORPORATE PLAN
Develop a robust and reliable evidence base to underpin and inform future decision-making and policy development processes			gh quality and integrated inuous improvement
Action	Timescale	Status	Progress
Provide Geographic Information System (GIS) and data analytics support across the organisation	Q1 onwards	•	The team continues to provide GIS and data analytics support across the organisation. At present, officers can access 20 internal sites to support and inform their work.
Work with internal departments to develop service specific GIS applications to support service delivery	Q1 onwards	•	The pilot mobile app for litter applications has been developed. Similar apps are being developed for Irish Language Unit and Planning Department.
Facilitate effective stakeholder consultation and engagement through online surveys and the NMD Citizens Panel	Q1 onwards	•	During Q1/Q2, eleven surveys were developed and carried out, with the results being analysed for a range of internal and external stakeholders. This includes the Parks and Beaches survey, Staff Health and Wellbeing survey and Museums survey.
Review the indicators within the Community Plan for Newry, Mourne and Down, ensuring alignment with the indicators outlined in the	Q2	0	The initial review of current indicators within the Community Plan is complete and will be aligned to the indicators

Programme for Government and current proposals to the Community Planning Partnership			within the Programme for Government when it is published.
Prepare the business case for the Residents Survey, to be conducted in August 2022	Q3	•	The Working Group has been established to consider and scope out the requirements of the Residents Survey 2022, which is planned for September 2022.
In partnership with IT, conduct a review of existing GIS provision, assessing the requirement for an organisational upgrade and completing the upgrade of enterprise GIS	Q4	•	The Business Case was approved by the Senior Management Team and Strategy, Policy and Resources Committee. A new Enterprise Licence Agreement is in place and the upgrade of enterprise GIS across departments is ongoing.

Perform	nance and	Impro	vement	
OBJECTIVE	ALIGNMENT WITH CORPORATE PLAN  Provide accessible, high quality and integrated services through continuous improvement			
Support the development of a performance improvement culture by embedding effective performance management arrangements				
Action	Timescale	Status	Progress	
Prepare and publish the Performance Improvement Plan 2021-22	Q1	•	The Performance Improvement Plan was published on the corporate website before 30 June 2021, in line with the statutory timescale.	
Prepare and publish the Assessment of Performance 2020-21	Q2	•	The Assessment of Performance 2020-21 provides an overview of progress in relation to the Corporate Plan 2021-23 and Performance Improvement Plan 2021-22, and was published before 30	

			September 2021, 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 2020-21 and 2021- 22 S95 reports. The Council continues to comply with the statutory Duty of Improvement and implement the proposals for improvement.
Develop the 2022-23 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 2022.
Strengthen the alignment across the Business Planning and Performance Management Framework and co-ordinate the business and service planning process	Q1 onwards	<b>©</b>	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.
Explore options to procure an electronic Performance Management System	Q1 onwards	•	The project mandate for an electronic performance management system has been approved and work is underway in relation to the development of an Outline Business Case.

Provide performance management training and capacity building for Elected Members and designated officers	Q1 onwards	•	Performance Management training was delivered to the Audit Committee in Q3 2021-22. Performance management was also incorporated into the ILM Level 3 Leadership and Management programme for Council employees.
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D	emocratic	Servic	es	
OBJECTIVE	ALIG	NMENT W	VITH CORPORATE PLAN	
Support the decision making and political governance structures of the Council	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 Council 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. Since June 2020, the Council has been operating virtual meetings using Skype initially, and more recently Microsoft Teams. Hybrid meetings have been introduced with Risk Assessments in place for the Chamber.	
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 2021 and Elected Members have been appointed to designated positions of responsibility for 2021-22, as well as the second term of Council in relation to political party representation.	

Organise and publish the programme of Council and Committee meetings	Q1	0	The programme of Committee meetings for 2021-22 has been 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	•	Between April-September 2021, Elected Members were invited to participate in a number of training programmes, including Suicide Awareness / Prevention and Dementia Awareness. Elected Members also attended a range of conferences organised by NILGA, National Association of Councillors and APSE.
Commence preparations to re-attain the Elected Development Charter for NMDDC	Q1/Q2	<u>\(\text{\tin}\text{\tetx{\text{\tetx{\text{\text{\texi}\text{\text{\texi}\text{\text{\text{\text{\ti}\text{\text{\text{\text{\texi}\text{\texi}\ti}}}\\tinttitex{\text{\text{\texit{\text{\text{\texi}\text{\texit{\text{\tet</u>	Re-attaining the Elected Member Development Charter has been delayed due to resource constraints and competing priorities.
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). To date, the Chairperson has hosted 6 civic receptions and attended 60 official events across the District.

Measures of Success					
Measure	Actual	Status	Explanation		
Compliance with the statutory Duty of Improvement	Achieved	•	The Local Government Auditor has confirmed that the Council complied with the statutory Duty of Improvement in 2020-21 and 2021- 22.		
Compliance with the statutory Duty of Community Planning	Achieved	0	The Council continues to comply with the statutory Duty of Community Planning.		
The number of events hosted on behalf of the Chairperson	6	0	Between April-September 2021, the Chairperson hosted 6 civic receptions.		

The number of official events attended by the Chairperson/Vice Chairperson	60	•	Between April-September 2021, the Chairperson attended 60 official events across the District. This included the 'Walk for Life' to mark World Suicide Prevention Day, Civic Awards, Local Democracy week celebrations and illuminating Council buildings to recognise 'Organ Donation Week', 'Recycle Week' and 'Childhood Cancer Awareness Month'.
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### **Corporate Services**

Annual Assessment Business Plan 2021-22



### Introduction

This report provides an overview of progress in delivering the Corporate Services Business Plan 2021-22, 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 2021-22 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

Statu	5
0	Target or objective achieved / on track to be achieved
<u></u>	Target or objective partially achieved / likely to be achieved / subject to delay
0	Target or objective not achieved / unlikely to be achieved

### Directorate objectives, supporting actions and measures of success

### **Key Office Objectives / Actions**

### Administration

- Provide a Corporate Compliance Service
- Deliver a Corporate Business Support Service and Registration Service
- Provide a Corporate Legal Support Service

### Corporate Planning and Policy

- Provide a Corporate Planning and Corporate Policy function, including delivery of the Irish Language Strategy
- Provide a corporate Communications and Marketing service

### **Estates and Capital**

- Provide adequate Emergency Planning and response
- Provide appropriate Health and Safety and Insurance provision
- Provide strategic asset strategy for Council

### Finance

- Provide and efficient finance function
- Ensure appropriate risk management arrangements in place
- Provide an effective procurement service

### HR and Safeguarding

- Continue to mitigate existing and emerging safeguarding risks, for both Council & Citizens
- Provide a professional HR service all employment matters, including employee relations, resourcing and development
- Contribute to the further development of future workforce skills

### IT

 Provide secure IT network. Provide appropriate IT provision to support transformational change

	Administ	ration		
OBJECTIVE Provide a Corporate	ALIGNMENT WITH CORPORATE PLAN			
Compliance Service			gh quality and integrated inuous improvement	
Action	Timescale	Status	Progress	
Develop a Functional Classification System and draft a new Corporate File Plan	Q4	<b>©</b>	59% of business areas have completed the first part of the FCS in that they have identified their activities and transactions and 41% have progressed to the next stage of development however completion is dependent upon the direction of an	

			Electronic Document Records Management System (EDRMS) and available resources
Introduce a new Corporate Retention and Disposal Schedule,	Q3	0	Completed
providing training to staff and elected members	Q4	(4)	Ongoing - Council is awaiting ratification by the NI Assembly. Once this is received, training will be provided
Update Publication Scheme	Q4	<b>©</b>	Completed. It is anticipated SP&R will receive the draft Publication Scheme for consideration during Q1 2022/23
Update Records Management Policy and Procedures	Q4	<u> </u>	Work continues on this target however it remains incomplete due to the non- completion of the FCS & File Plan.
OBJECTIVE	ALIG	NMENT W	/ITH CORPORATE PLAN
Deliver a Corporate Business Support Service and Registration Services	Provide acce	essible, hi	gh quality and integrated inuous improvement
Action	Timescale	Status	Progress
Develop and lead on the implementation of a new corporate administration model	Q4	<b>©</b>	Department continues to support the development of a new corporate administration model
Develop a policy framework and complaints handling procedures to implement the proposed new NIPSO Complaints Management Model for the Local Government sector	Q3	•	Development of a sectoral complaints model, led by NIPSO ongoing, Council represented at Strategic and Operational Level on relevant sector Working Groups
Provide training for staff and elected members on the proposed new NIPSO Complaints Management Model	Q3	<u>•</u>	Ongoing – training to be guided and supported by NIPSO as part of the sectoral development and implementation of the complaints model

OBJECTIVE	ALIGNMENT WITH CORPORATE PLAN				
Provide a Corporate Legal Support Service	Provide accessible, high quality and integrated services through continuous improvement				
Action	Timescale	Status	Progress		
Review and update Council's Standing Orders for consultation and agreement of elected members, providing training to staff and elected members	Q2	<b>©</b>	Departmental direction is awaited on key Standing Orders to effect changes on a composite rather than piecemeal basis		
Review and amend Council's Standard Terms and Conditions of Contracts to ensure consistency in approach and common standards across all Services	Q4	<u> </u>	Work continues on this and further engagement with internal departments and external advisors is required		
Review of legal title documents to ensure Council ownership of assets held and advise on updates to relevant database.	Q4	0	Strong progress has been made on centralisation of all Council title documents in conjunction with the reorganisation of filing and storage systems		

THE PARTY OF THE P	rate Plann	the same of the sa	The state of the s	
OBJECTIVE Provide a corporate planning and policy	ALIGNMENT WITH CORPORATE PLAN Provide accessible, high quality and integrated services through continuous improvement			
service			NAME OF THE OWN OWN OF THE OWN	
Action	Timescale	Status	Progress	
Commence the development of the Corporate Plan 2023-27, by Developing a Terms of Reference and engagement workplan	Q3	<b>©</b>	Commenced and timeline agreed.	
Development of Social Values Strategy	Q4	<b>(4)</b>	Council agreed to proceed with DTNI's proposal - Pioneering the potential of Community Wealth Building in Newry, Mourne and Down.  Undertaken by the Centre for Local Economic Strategies (CLES), this is a practical first step for Council to assess its activities and begin exploring the issue of social value by	

			applying the principles of Community Wealth Building.
Monitor compliance with Council's statutory duties of compliance with Equality, Disability & Rural Needs	Q1 – Q4	<b>©</b>	Rural Needs Annual Monitoring Report for the period 1 April 2020 – 31 March 2021 submitted to DAERA on 14 June 2021.  Annual report on progress Statutory Equality and Good Relations Duties submitted to ECNI on 17 August 2021.  Annual report on progress Statutory Disability Duties submitted to ECNI on 17 August 2021.  Quarterly policy screening reports completed.
Implement Irish Language Strategy, including effective distribution of the bursary schemes	Q1-Q4	•	Six-monthly progress reports tabled at Irish Language Strategy Cross Party Working Group meetings on 25 May 2021 and 7 December 2021.
OBJECTIVE	ALIG	NMENT V	VITH CORPORATE PLAN
Provide a corporate Communications and Marketing service	Provide acce	essible, hi	gh quality and integrated inuous improvement
Action	Timescale	Status	Progress
Implement a new Social Media and Acceptable Use Policy and Procedure, providing training to staff and elected members	Q2	•	Completed.
Review and update Corporate Communications Strategy, with a focus on further development of the digital offering	Q3	•	Corporate Communications and Corporate Digital Communications Strategies presented to SMT and CMT in May 2022.
Review and update Media Policy and Procedure	Q4	0	Policy Review completed. Updated Procedures will be issued to staff in June 2022.

Develop Communications and Marketing Toolkit for Employees	Q4	<u></u>	Ongoing. Publication date delayed due to Covid-19 related priorities and staff absences.
Begin development of new corporate website	Q4	•	Ongoing. Corporate Digital Communications Strategy provides framework for the development of a new corporate website. It is expected that this work will commence in 2022-2023.

44	Estates an	d Capit	al		
OBJECTIVE	ALIGNMENT WITH CORPORATE PLAN				
Provide adequate Emergency Planning and Response	Enhance, protect and promote our environment				
Action	Timescale Status		Progress		
Update of the Council Emergency Plan following review of JESIP Doctrine, including training of staff and elected members.	Q4	•	Plan was updated and staff advised of changes. Further training required for elected members.		
Lead on the development of a suitable corporate cyber security business response plan.	Q2	<u> </u>	There was slippage on this following Resource issues within the department, but this is now being progressed and is being prioritised in Q1 22/23.		
Lead on the development of procedures and working protocols to ensure safe response to ongoing changes resulting from the COVID 19 pandemic, providing advice and guidance to staff and elected members as necessary.	Q1- Q4	•	This was ongoing throughout the year and has been completed. Final protocol was issued to trade unions for their review and comment.		
OBJECTIVE	ALIG	NMENT V	VITH CORPORATE PLAN		
Provide adequate Health & Safety and Insurance provision	Enhance, protect and promote our environment				
Action	Timescale	Status	Progress		
Implementation of the new Health & Safety Policy to	Q3	<b>©</b>	Policy & e-learning training provided for all followed by		

include training for staff and elected members			training materials for all (May 2022) Elected Members to be completed. Meetings – Governance & Operational to be re- established (review frequency)
Review of corporate H&S training requirements and implementation of a new framework of H&S training providers.	Q4	•	Corporate H&S Training strategy & framework procurement approved by SPR May 2022. Anticipate appointment of training provider(s) by Aug 2022
Lead on in depth review of all Council insurances to ensure adequate insurance of Council assets in place	Q1	•	Completed & ongoing (based on estimated valuations/ building contents to be reviewed). All new acquired buildings in Castlewellan Forest Park have been surveyed and valued.
OBJECTIVE	ALIG	NMENT V	VITH CORPORATE PLAN
Provide strategic asset strategy for Council	Enhance, pr	otect and	promote our environment
Action	Timescale	Status	Progress
Advise and assist departments in the identification and delivery of projects in the capital programme, including advising on projected costs, programme, risks and procurement strategy.	Q1- Q4	<b>©</b>	Completed and on-going piece of work within the department supporting other directorates.
Finalise identification and agree future use for all surplus assets.	Q1 - Q4	<b>©</b>	This is an ongoing piece of work submitting D1 applications and placing sites thereafter on open market sale. £1.2 million of surplus assets were disposed of in the last financial year.

Human Resources			
OBJECTIVE	ALIGNMENT WITH CORPORATE PLAN		
Provide a professional HR service on all employment matters, including employee	Provide accessible, high quality and integrated services through continuous improvement		

relations, resourcing and development and safeguarding.			
Action	Timescale	Status	Progress
Phased introduction of 'People Perform Grow' to engage with employees and set out how employees and teams contribute to the achievement of community planning outcomes and corporate objectives.	Q1	•	Launched as per project plan. Supporting materials produced with the assistance of Marketing Department.  Bespoke video recorded.  Bespoke eLearning module created
In conjunction with Subject Matter Experts, further develop eLearning provision which supports Council goals and objectives.	Q2-Q4	0	A number of new eLearning modules were developed during the course of the 2021-2022 year
Digitisation of annual leave records for those on manual recording systems	Q4	•	Completed for new leave year April 2022. All employees' holiday records are managed electronically
Update, develop and implement HR & Safeguarding policies/procedures as identified in the HR & Safeguarding Service Business Plan	Q2-Q4	•	Particular focus on Domestic and Sexual Violence policy, procedures and processes.
OBJECTIVE	ALIG	NMENT W	/ITH CORPORATE PLAN
Contribute to the further development of future workforce skills			new and growing businesses, loyment skills
Action	Timescale	Status	Progress
Develop an apprenticeship programme in preparation for 2022-23 academic year, working with partner organisations within the Belfast Region City Deal to develop skills & employability within the region	Q4	<b>(2)</b>	In progress, to be piloted in 2022/23 financial year.
Develop and create publication pack which provides potential candidates, work experience	Q1	•	Developed and in use. Uploaded to Get Got as part of information provided to new candidates.

students, teachers, schools etc. with information on	
working with NMDDC.	

OBJECTIVE	formation		VITH CORPORATE PLAN	
Provide a secure IT network for Council services	Provide accessible, high quality and integrated services through continuous improvement			
Action	Timescale	Status	Progress	
Improve cyber security posture by establishing a new cyber incident response plan and testing disaster recovery capabilities, in accordance with guidance from the National Cyber Security Centre (NCSC).	Q3	•	Continued to develop and test based on Event Scenarios.	
Implement and roll out additional security tools to staff and elected members, providing advice and training as required	Q3 and ongoing	0	MFA (Multi-Factor Authentication) implemented for high-risk services.	
Continue to increase User awareness and resilience through provision of training, advice and testing	Q4 and ongoing	<b>©</b>	Intensity of training and testing to increase due to extremely high failure rates.	
OBJECTIVE	ALIGNMENT WITH CORPORATE PLAN			
Provide appropriate IT to support transformational change			gh quality and integrated inuous improvement	
Action	Timescale	Status	Progress	
Lead on the procurement and deployment of IT provision to support new Ways of Working project, ensuring the in-building IT provision is sufficient to support the estate	Q1 – Q4	•	World wide shortage of silicone chips slowed the rate of progress.	

	Finance		
OBJECTIVE	ALIGNMENT WITH	CORPORATE PLAN	
Provide an efficient finance function	Provide accessible, high quality and integrated services through continuous improvement		
illiance function			
Action	Timescale Status	Progress	

Introduce a new payroll Policy and develop efficient corporate payroll procedures	Q1 - 2	<b>a</b>	Policy approved by SP&R – procedures still being developed – to be included in 2022/23 Business Plan
Develop a business case for new Finance System, identifying and progressing areas for procedural efficiency	Q4	•	No longer considered necessary in the short term – New P2P system intergrated into the SUN financial system – can review again in 2025.
OBJECTIVE	ALIG	NMENT V	VITH CORPORATE PLAN
Ensure appropriate risk management arrangements are in place	Provide accessible, high quality and integrated services through continuous improvement		
Action	Timescale	Status	Progress
Revise Risk Strategy to comply with Orange book and develop Risk Appetite for NMDDC, and providing training to staff and elected members	Q3	•	Risk Strategy approved by SP&R in September 2021 – Corporate and Directorate Risk Registers updated to comply with best practice.
OBJECTIVE	ALIG	NMENT V	VITH CORPORATE PLAN
Provide an effective procurement service	Provide accessible, high quality and integrated services through continuous improvement		
Action	Timescale	Status	Progress
Implement new procure to pay system, providing training to staff and external users	Q3	0	P2P system went live on the 10 <sup>th</sup> January 2022. Multi Quote Tender system also went live in January 2022.
Lead on the completion of a Contracts Register	Q4	0	Contracts Register is updated as new contracts are signed and sealed.

Measures of Success					
Measure	Target	Actual	Status	Explanation	
Administration: 90% of responses to requests for information provided within statutory timeframe	90%	96%	•	Achieved a 96% response rate. End of year stats presented to May's SP&R committee at page 68.	
Finance: Pay 90% of invoices to suppliers within 30 days	90%	90%	•	Quarter 1 – 92% Quarter 2 – 88% Quarter 3 – 94%	

IT: 90% System "UP" Time	90%	99.5%	0	Exceeded up time targets
Increased completion rate of eLearning modules by a minimum of 10%	Course completion for 20/21 – 553 additional course completions	0%		The target reflected the planned Council wide implementation of People Perform Grow which included the completion of the PPG Module by all staff. Following a decision to continue with a phased roll out of PPG to tier 5 and above, all employees were no longer being asked to complete this module and this had a knock on effect on eLearning completion rates.  The course completion during 20/21 reflected high engagement with eLearning throughout the Covid period and in 21/22 there were fewer modules completed than in the previous year.
Estates and Capital Projects: 90% of staff to receive training on the new Health & Safety Policy within the first 12 months	90%	Unknown – cannot run full report from Learning Pool	(4)	Would suggest that 90% was not achieved. Additional training materials made available in May 2022 to assist Managers with staff that do not have access to email/ servers
Corporate Planning and Policy: 90% of media requests for information responded to within agreed timeframes	90%	90%	•	Response timeframes are appropriate to the nature of the request eg:  operational — provide clarification, comment or update on subject matter to meet with daily/weekly publications; or detailed response — requiring access to information held on file, historical information etc. to meet with

|--|

		ICO guidance.	

# Chief Executive's Department

Annual Business Plan 2022-23



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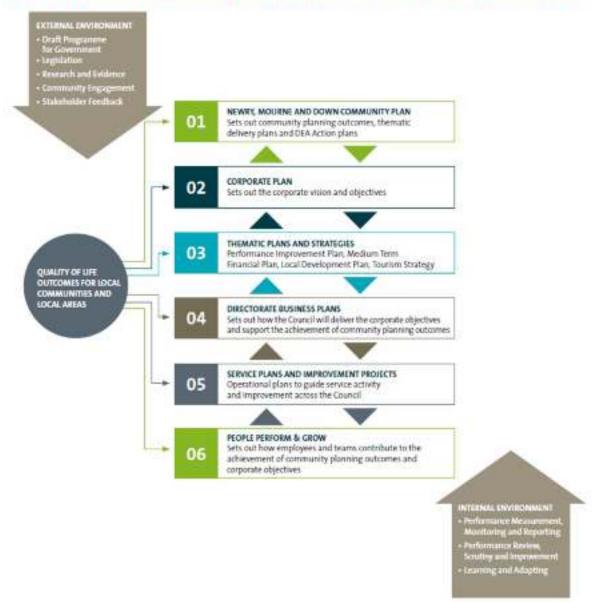
#### 1.0 Introduction

- 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
  - Performance and Improvement
  - Business Transformation
  - Democratic Services

## 2.0 Background and Context

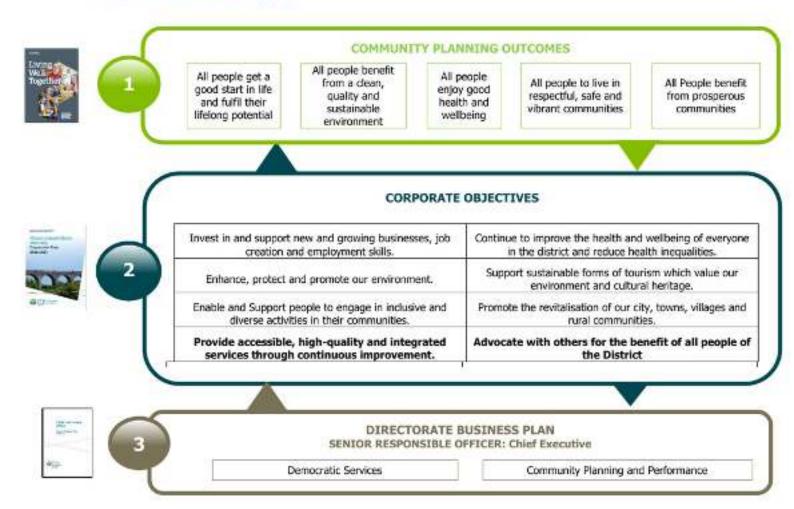
- 2.1 The Chief Executive's Departmental Business Plan is developed within the context of the Community Plan, Corporate Plan and Performance Improvement Plan. The Community Plan sets out the long term outcomes for the District, based on the needs and aspirations of local people. The Corporate Plan sets out the key objectives for the Council between 2021-23, and how it will contribute to achieving the community planning outcomes. 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 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.





- 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
  - Arrangements for performance and improvement.
  - · 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.
- Performance and Improvement: 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.
- 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**

Community Planning – Work with partners to lead the implementation of the Community Plan and deliver better outcomes for local people.

Evidence and Research – Develop a robust and reliable evidence base to underpin and inform future decision-making and policy development processes.

**Performance and Improvement** – Support the development of a performance improvement culture by embedding effective performance management arrangements.

**Democratic Services** — Support the decision making and political governance structures of the Council.

Communit	y Planning	
OBJECTIVE	ALIGNMENT WITH CORP	ORATE PLAN
Work with partners to lead the implementation of the Community Plan and deliver better outcomes for local people	Advocate with others for all people of the district	the benefit of
Action	_	Timescale
Support the Strategic Stakeholder Forum projects, in relation to the Ukraine Crisis a		Q1 onwards
Facilitate three Community Planning Partr		Q1 onwards
Progress the implementation of agreed actions within the 14 community planning priority subgroups and identify future workstreams		Q1 onwards
Organise three Participatory Budgeting ce publish feedback report	lebration events and	Q1-2
In collaboration with the Department for 'People and Place' review for the District	Communities, facilitate the	Q1 onwards
In collaboration with the Strategic Stakeholder Forum, conclude and evaluate the Community Foundation NI supported Citizens' Panel for the District		Q3
Prepare, progress and publish the Community Planning review		Q4
Work with Community Planning partners to development and implementation of furth projects across the District		Q4
Evidence ar	nd Research	
OBJECTIVE	ALIGNMENT WITH CORP	ORATE PLAN

Develop a robust and reliable evidence base to underpin and inform future decision-making and policy development processes	Provide accessible, high of integrated services through improvement	
Action		Timescale
Provide Geographic Information System (C support across the organisation	GIS) and data analytics	Q1 onwards
Work with internal departments to develop applications to support service delivery	service specific GIS	Q1 onwards
Facilitate effective stakeholder consultation through online surveys and the NMD Citize		Q1 onwards
Undertake the 2022 residents survey to in the Corporate Plan 2023-27 and review of	form the development of	Q3
Update baseline data for the Corporate Pla departmental requirements		Q3-4
Develop a series of project scorecards for planning projects	internal and community	Q3-4
Performance and	d Improvement	
OBJECTIVE	ALIGNMENT WITH CORP	ORATE PLAN
Support the development of a performance improvement culture by embedding effective performance management arrangements  Provide accessible, high or integrated services through improvement		
Action		Timescale
Prepare and publish the Performance Impl	rovement Plan 2022-23	Q1
Prepare and publish the Assessment of Pe	Q2	
Facilitate the Performance Audit and Asses 'proposals for improvement' put forward b Auditor	sment and implement the	Q2-Q3
Develop the 2023-24 performance improvement objectives, in line with the Corporate Plan		Q3-Q4
Strengthen the alignment across the Busin Performance Management Framework and and service planning process		Q1 onwards
Progress and finalise the Outline Business Performance Management System	Case for an electronic	Q2
Democrati	c Services	
OBJECTIVE	ALIGNMENT WITH CORP	ORATE PLAN
Support the decision making and political governance structures of the Council	Advocate with others for all people of the district	the benefit of
Action		Timescale
Provide administrative and governance sup Standing Committees, PCSP/Policing Committees Groups		Q1 onwards
dioups	Prepare for the local government elections in May 2023	

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	Q1-Q2
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 2021-22:

Measures of Success
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 / Vice Chairpers
The number of official events attended by the Chairperson / Vice Chairpers

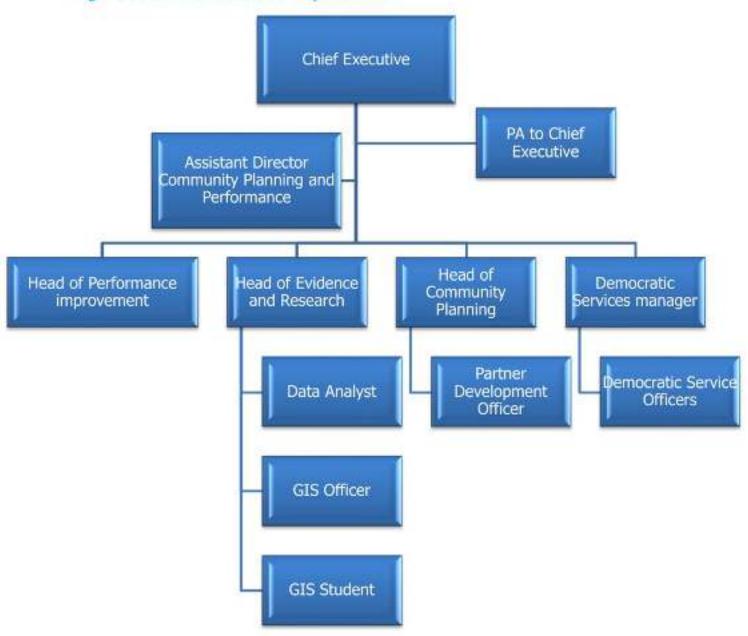
## Chief Executive's Department: Plans and Strategies

- 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
  - Performance Improvement Plan
  - Business Planning and Performance Management Framework
  - Performance Improvement Policy
  - 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 2022-23		
Community Planning and Performance	£121,333	
Corporate Management and Democratic Services	£1,297,840	
TOTAL: Chief Executive's Department	£1,419,173	

## 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

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

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# Corporate Services Directorate

Annual Business Plan
2022-23



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#### 1.0 Introduction

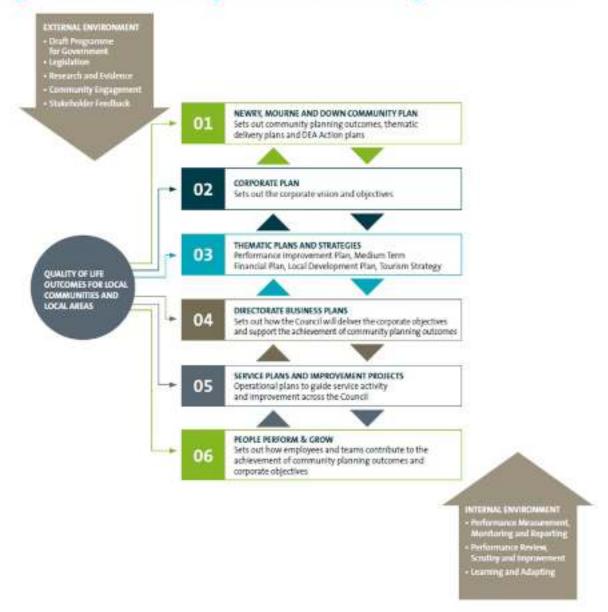
- 1.1 The Corporate Services Directorate is responsible for supporting the organisation to achieve the strategic objectives as set out in the Corporate Plan 2021-23. The Directorate is responsible for the overall management of the Council's staff and finances and plays a key role in providing professional 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
  - 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 2022-23 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. 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.
- 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 COMMUNITY PLANNING OUTCOMES All people get a All people benefit All people to live in All people good start in life from a clean, All People benefit enjoy good respectful, safe and and fulfil their quality and from prosperous health and vibrant lifelong sustainable communities wellbeing communities potential environment Provide accessible, high-quality and Enhance, protect and promote our integrated services through continuous environment improvement Continue to improve the health and Invest in and support new and growing wellbeing of everyone in the district and businesses, job creation and employment skills reduce health inequalities DIRECTORATE BUSINESS PLAN SRO Director of Corporate Services Estates and Corporate Human Information Administration Planning Finance Capital Resources Technology and Policy Projects

## 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 2022-23) 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: Monitoring and reviewing Directorate performance, highlighting areas of high-performance, identifying areas for intervention or 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**

Administration - Provide a Corporate Compliance Service

Deliver a Corporate Business Support Service and Registration Service Provide a Corporate Legal Support Service

Corporate Planning and Policy — Provide a Corporate Policy function including statutory duty compliance and Irish Language

Provide a Corporate Communications and Marketing service including digital communications

Estates and Capital — Provide adequate Emergency Planning and response Provide appropriate Health and Safety and Insurance provision

Provide strategic asset strategy for Council

Finance - Provide and efficient finance function

Ensure appropriate risk management arrangements in place

Provide an effective procurement service

HR & Safeguarding — Continue to mitigate existing and emerging safeguarding risks, for both Council & Citizens

Provide a professional HR service all employment matters, including employee relations, resourcing and development

Contribute to the further development of future workforce skills

IT – Provide a highly available, accessible, and secure IT environment to support Council services.

Adn	ninistration	
Provide a Corporate Compliance	ALIGNMENT WITH CORPORATE PLAN  Provide accessible, high quality and integrated services through continuous improvement	
Service		
Action		Timescale
When ratified by the NI Assembly, im and Disposal Schedule	plement the new Retention	Q3
Develop an Electronic Document Reco Outline Business Case	ords Management System	Q3
Update Records Management and Access to Information Policy & Procedures		Q4
	ALIGNMENT WITH CORPO	PRATE PLAN

Deliver a Corporate Business Support Service and Registration Services	Provide accessible, high quality and integrated services through continuous improvement		
Action		Timescale	
Align Business Support Team with outcome of Business Admin Review			
Implement new NIPSO Complaint Mana	agement Model	Q4	
Provide Training for Staff & Elected Me NIPSO	mbers on above in conjunction with	Q4	
Develop a Promotional Package for Rec Council's Digital First Strategy	gistration Services in line with	Q2	
Provide a Corporate Legal	ALIGNMENT WITH CORPOR	ATE PLAN	
Provide accessible, high quality integrated services through con improvement			
Action		Timescale	
Review of Council Standing Orders pon specific aspects.	pending Departmental direction	Q4	
Review the Standard terms and con Council and establish a common app	있다면 하면 하면 없는데 그렇게 하면 가게 살아왔다면 보면 없다면 하면 하다.	Q3	
Continue to promote the provision of Council by internal legal team – spe document management. Pursue exp resource and scope-out options for within legal section.	cific focus on legal title pansion of legal research	Q2	
Corporate	Planning and Policy		
Provide a corporate planning	ALIGNMENT WITH CORPOR	ATE PLAN	
and policy service	Provide accessible, high quality integrated services through co- improvement		
Action		Timescale	
Development of Corporate Plan 2023-2027			

Development of Irish Language Strate	egy 2023-2027	Q4		
Pursue and scope-out for a case-management system for the implementation of the Irish Language Bursary Scheme				
Provide a corporate Communications and Marketing	ALIGNMENT WITH CORPOR	ATE PLAN		
service	Provide accessible, high quality and integrated services through continuous improvement			
Action		Timescale		
Begin development of new Corporate management	Website in terms of content	Q2		
Develop and lead on high profile (Gole campaigns via print and digital commi methods in order to increase profile o	unications and marketing	Q4		
Pursue and scope-out for a case-man management.		Q4		
Pursue and scope-out for a case-mana Communications and Marketing service		Q4		
Estate	s and Capital			
Provide adequate Emergency	ALIGNMENT WITH CORPOR	ATE PLAN		
Planning and Response	Enhance, protect and promote environment	our		
Action		Timescale		
Update of the Council Emergency Plar Doctrine, including training of staff an this we plan to undertake a full scena exercise.	d elected members. Following	Q3		
Implementation of own plan Cyber Re Continuity planning (CRBC) and coord		Q2		
Provide adequate Health &	ALIGNMENT WITH CORPOR	ATE PLAN		
Safety and Insurance provision	Enhance, protect and promote environment	our		
Action		Timescale		
Implementation of the new Health & s for staff and elected members.	Safety Policy to include training	Q4		

Review of corporate H&S training req of a new framework of H&S training p		Q2		
Review of all Council insurance required insurance of Council assets are in placed in the council assets are in the council	rements to ensure adequate	Q1-Q4		
Provide strategic Estate	ALIGNMENT WITH CORPOR	ATE PLAN		
Management and Capital				
Project support to Council.	Enhance, protect and promote environment	our		
Action		Timescale		
Implementation of Emerging Digital T and Construction stages and utilising 1SO19650 Organisation of information Management (BIM)	processes identified in	Q4		
Continue to identify, assess, and agre that best suits the organisations need		Q1 – Q4		
	an Resources			
Provide a professional HR service on all employment	ALIGNMENT WITH CORPOR	ATE PLAN		
matters, including employee	Provide accessible, high quality	and		
relations, resourcing and development and safeguarding.	integrated services through con improvement			
Action	1	Timescale		
Roll out of next stage of People Perfo teams.	rm Grow to employees and	Q1		
Review and update our safeguarding to continue to mitigate existing and e both Council & Citizens including Hun Slavery, Domestic Abuse, Sexual Viole individuals	merging safeguarding risks, for nan Trafficking & Modern	Q1-Q4		
Develop on apprenticeship programme, working with partnership organisations via BRCD to develop skills and employability within the region				
Develop processes to attract and reta the growth of individuals and flexibilit terms of resourcing and deployment; the LGSC regional Talent Managemer	y within the organisation in working in conjunction with	Q1-Q4		
Informa	tion Technology			

Provide a highly available,	Provide accessible, high quality and integrated services through continuous improvement			
accessible, and secure IT environment to support Council services.				
Action	1	Timescale		
Continue to develop and test response with CAF (Cyber Assessment Framewo standards.	Q1-Q4			
Implement and roll out additional secu members, providing advice and training	50.5050 (1.0050 1.0050 1.0050 (1.0050 1.0050 1.0050 1.0050 1.0050 1.0050 1.0050 1.0050 1.0050 1.0050 1.0050 1.0	Q1-Q4		
Continue to increase user awareness a provision of training, advice and testing	1.500 m	Q1-Q4		
Provide technical input and	ALIGNMENT WITH CORPOR	RATE PLAN		
support to digital transformation projects.	Provide accessible, high quality and integrated services through continuous improvement			
Action		Timescale		
Contribute to digital transformation pro technical advice and support.	ojects through the provision of	Q1-Q4		
F	inance			
Provide an efficient finance	ALIGNMENT WITH CORPOR	RATE PLAN		
function	Provide accessible, high quality and integrated services through continuous improvement			
Action		Timescale		
Develop and introduce a quarterly revi inform management accounts	Q2			
Develop and introduce new procedures processes	s around Accounts Receivable	Q2		
Develop and introduce new procedures to pay system	s aligned to the new purchase	Q3		

Develop and introduce updated corporate payroll procedures			
Develop and introduce Asset Management Procedures including Capital Plan processes			
Ensure appropriate	ALIGNMENT WITH CORPOR	RATE PLAN	
governance/risk management arrangements are in place	Provide accessible, high quality and integrated services through continuous improvement		
Action		Timescale	
Anti-Fraud policy and Fraud Response updated	plan to be reviewed and	Q3	
Whistleblowing policy to be reviewed a best practice on raising concerns	and updated to reflect NIAO	Q3	
Fraud Risk Assessment to be refreshed	as per NIAO self-assessment	Q2	
Provide an effective procurement	ALIGNMENT WITH CORPOR	RATE PLAN	
service	Provide accessible, high quality integrated services through co improvement		
Action		Timescale	
Procurement policy to be revised to reflect most recent PPN on contract variations			
Continue to develop procedures to alig best practice and legislative changes	n to Social Value Procurement	Q3	
Explore options to integrate Multi Quote competitions with E-tenders NI and E-tenders.ie.		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 2022-23:

Measures of S	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
IT	97.5% System "UP" Time
HR & Safeguarding	Phase 2 People Perform Grow, fully implemented
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

## 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 (2022-23)				
Corporate Planning and Policy	£757,764			
HR	£1,281,020			
IT	£1,575,268			
Finance	£2,078,972			
Administration	£1,414,503			
Estates and Capital Projects	£1,932,190			
TOTAL: Corporate Services	£9,039,717			

## 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

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

0330 137 4000 (Council) 0330 137 4036 (Planning) council@nmandd.org www.newrymournedown.org

Oifig an Iúir Newry Office O'Hagan House Monaghan Row

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

Newry BT35 8D3

Downpatrick BT30 6GQ

## THE SOMME ASSOCIATION

Honorary President: H.R.H The Duke of Gloucester, KG, GCVO 169

233 Bangor Roma Newtownards BT23 7PH

Telephone 028 91823202 Facsimile 028 91823214

Website: www.sommeassociation.com Email:sommeassociation@btconnect.com Face Book: The Somme Association

25th May 2022

Vice-Presidents

Mr Alan McFarland

Mrs Carol Walker, MBE

Chairman

Director

The Viscount Brookeborough, DL

Ms Marie Ward Chief Executive Newry, Mourne and Down District Council Monaghan Row Newry BT35 8DJ

Dear Ms Ward

## Re: 'Friends of the Somme' yearly subscription 2022/23

I am writing to inform you that your council's yearly subscription to the Somme Association is now due. This year's fee, in line with the previous year, is as follows: £1,000.00 plus VAT of £200.00 making a total of £1,200.00. The subscription relates to the financial year ending 31st March 2023. Please find invoice enclosed which contains our bank details for BACS payments.

As in previous years the annual subscription is extremely important to the Association and its' work going forward as we continue to recover from COVID restrictions.

The Officers of the Somme Association wish me to thank your Council for its continued support over this very difficult time and sincerely hope that it will continue to support our work at the Somme Museum and the Ulster Memorial Tower, France. May I take this opportunity to send best wishes and continuing good health.

If you have any questions, you would like answered, please do not hesitate to contact me by email - sommeassociation@btconnect.com

Yours faithfully

Carol Walker MBE

Director Enc.

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	16 June 2022
Subject:	Newry, Mourne and Down District Council's Annual Fair Employment Monitoring Return; 2 January 2021 – 1 January 2022
Reporting Officer (Including Job Title):	Catrina Miskelly (Assistant Director Corporate Services: (HR & Safeguarding)
Contact Officer (Including Job Title):	Anne Jennings (HR Business Support Manager)

Confirm how this Report should be treated by placing an x in either:-For decision For noting only 1.0 Purpose and Background The Council is required under Article 52 of the Fair Employment and Treatment (NI) Order 1998 and 1.1 Regulations 17 and 18 of the Fair Employment (Monitoring) Regulations (NI) 1999 (as amended) to annually prepare and submit a monitoring return to the Equality Commission for Northern Ireland (ECNI). 1.2 The Council's Annual Fair Employment Monitoring Return for year ended 1 January 2021, was submitted to the ECNI on 29 March 2022 (a copy is enclosed with this report). 2.0 Key issues Comparative information from this year's Annual Fair Employment Monitoring Return vs last year's, is 2.1 provided at 2.3 of this report and provides a comparison at 1 January 2021 vs 1 January 2022 of: a. Numbers of employees b. Community background of employees Numbers and community background of applicants, appointees and leavers 2.2 For purposes of the Annual Return: i. an applicant is defined as a person who applied to fill a vacancy during the 12-month period. Where they have applied to fill a vacancy on more than one occasion during the 12-month period, only their first application is included in the Annual Return. an appointee is a person who filled a vacancy during the 12-month period and is still in ii. employment on the end date of the return. Where they have been appointed more than once during the period, only their first appointment is included in the Annual Return. iii. a leaver is a former employee who ceased to be employed during the 12-month period. Where a former employee has left more than once during the 12-month period, only the first occasion is included in the Annual Return. 2

2021	Totals	Р	RC	ND	2022	Totals	Р	RC	ND
EMPLOYEES	995	16.68%	79.80%	3.52%	EMPLOYEES	945	16.61%	80.00%	3.39%
Male	57.39%				Male	57.88%			
Female	42.61%			t e	Female	42.12%			
APPLICANTS	303	25.74%	70.63%	3.63%	APPLICANTS	581	21.69%	75.39%	2.93%
APPOINTEES	48	14.58%	83.33%	2.08%	APPOINTEES	77	10.39%	88.31%	1.30%
LEAVERS	51	23.53%	68.63%	7.84%	LEAVERS	66	12.12%	83.33%	4.55%

#### 3.0 Recommendations

3.1	To note the contents of this report.						
4.0	Resource implications						
4.1	The easing of Covid-19 gover	1.49%		of Council			
4.2	Refer to 4.2 for the details.	Year ended 1 January 2021	Year ended 1 January	2022			
1.2	Recruitment Exercises	56	142	2022			
	Applicant Numbers	303	756				
	No. of posts publicly	47	137				
	advertised	CAK!	1				
	davorasea		VII.				
5.1	sections)	opportunity and regard to goo figures at 1 January 2022 to 1 Jan		he relevant			
	<ul> <li>a) There was no significant difference in the proportions of male and female employees</li> <li>b) The proportion of applicants and appointees from Roman Catholic community increased.</li> <li>c) The number of leavers increased, with a higher proportion from the Roman Catholic leaving, than from the Protestant community.</li> </ul>						
5.2	specific equality and good	osal will have an adverse impact u					
5.3	Proposal relates to the intand / or sensitive or continued or sensitive or sensitiv		y initiative or practice				
	The policy (strategy, policy initiative or practice and / or decision) has been equality screened						
	The policy (strategy, policy in equality screening prior to im	itiative or practice and / or decision	on) will be subject to				
5.4	Proposal initiating consul	tation					
		ws of those directly affected by th 75 equality categories to participa nongst themselves					
	# 3/2 # # # # # # # # # # # # # # # # # # #						
	Consultation period will be 12	weeks					
	Caran Marking and a second second		::a-a\				
	Consultation period will be le	ss than 12 weeks (rationale to be	proviaea)				

	Rationale:	
		17
6.0	Due regard to Rural Needs (please tick all that apply)	
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service	
	Yes □ No ⊠	
	If yes, please complete the following:	
	Rural Needs Impact Assessment completed	
7.0	Appendix	
7.1	Appendix 1 – Annual Fair Employment Monitoring Return year ended 1 January 2022	
8.0	Background Documents None	

## FAIR EMPLOYMENT MONITORING RETURN

## FAIR EMPLOYMENT MONITORING RETURN

FAIR EMPLOYMENT AND TREATMENT (NORTHERN IRELAND) ORDER 1998

## FAIR EMPLOYMENT (MONITORING) REGULATIONS (NORTHERN IRELAND) 1999 (AS AMENDED)

The mon	itoring	form is	in five	parts.
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	Parts A, B,	and E must be	completed by	ALL	registered	employers	and	Public	Authorities.
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- Part C to be completed ONLY by registered employers and Public Authorities who have employed apprentices under a contract of apprenticeship during the twelve month period ending on the date at A2.
- Part D must be completed ONLY by employers with more than 250 employees and Public Authorities.

Guidance notes to assist you in completing your monitoring return are enclosed with this form.

The Step by Step Guide to Completing a monitoring return is available online.

# PART A

A1 Registration No.

38163

A2 Date to which the information should relate

Date Format DD/MM/YYYY 01/01/2022

A3 Deadline for return

01/05/2022

4-months after the date at A2

Failure to complete and return this monitoring return to the Equality Commission for Northern Ireland by the date at A3 is a criminal offence and carries on conviction a fine of up to £5,000

#### Guidance notes to help you fill in your Fair Employment Monitoring Return



PART A To be completed by all Registered Employers and Public Authorities.

- A2 The date to which this return relates is your date (or anniversary) of registration with the Equality Commission for Northern Ireland.
- A6 List those premises, other than the address at A5, at which employees worked. It is not necessary for the employer to own or occupy the premises. If there is insufficient space in the form, continue on a separate sheet of paper and attach it to the form.

PART A To be completed by ALL Registered Employers and Public Authorities.

A4 Name of employer

Newry, Mourne and Down District Council

A5 Address

Monaghan Row Newry BT35 8DJ

A6 List other locations (Enter locations or append to the form)

All Council Facilities
All Leisure Facilities

Amenity Skip Site (Camlough)

Amenity Skip Site (Hilltown)

Amenity Skip Site (Kilkeel)

Amenity Skip Site (Newry)

Amenity Skip Site (N'Hamilton)

Amenity Skip Site (Warrenpoint

EMPLOYEES 176



PART B To be completed by ALL Registered Employers and Public Authorities.

#### B7(a) & B7(b)

To complete the columns in these tables, you will require a copy of the 2010 edition of the "Index for Classifying Job Titles", which is available free of charge from the Equality Commission. The Index for Classifying Job Titles ascribes job titles to a major group of Standard Occupational Classification (SOC groups).

Apprentices (employees who are employed under contracts of apprenticeship) should also be included in the appropriate SOC group (i.e. the occupation for which they are being trained) within the tables. Information on apprentices should also be given in Part C.

You should include in columns (4) and (7) only those of your employees whom you have been unable to identify as Protestant or Roman Catholic having used the "Principal" method or "Residuary" method of monitoring.

The **principal** method and **residuary** method of monitoring are described in an explanatory "Step by Step Guide to Monitoring" which is available from the Equality Commission.

Include all persons who were employees on the date at A2.

In the FT (Full Time) columns include those employees who **normally work 16 hours** or more each week.

In the PT (Part Time) columns include those employees who normally work less than 16 hours each week.

Also ensure that you include any individual who on the date at A2 was under a contract personally to execute any work or labour, for example, a self-employed person.

#### B9(a) & B9(b)

Where you are unable by means of the "principal method" to determine the community background of an employee, you are permitted to use the "residuary method" to establish the community background. The method is described in the Commission's "Step by Step Guide to Monitoring" available from the Equality Commission.

Include the number of employees whose religion you have been unable to identify using the principal method of monitoring but for whom you were able to ascribe a community background using the "residuary method". These employees will also have been included in tables B7(a) and B7(b).

#### APPLICANTS AND APPOINTEES

177



PART B To be completed by ALL Registered Employers and Public Authorities.

If this is your first monitoring return you are <u>not</u> required to complete questions B10 to B15.

However it is important that you begin collecting the information in respect of applicants and appointees required in questions B10 to B15 as you will be required to complete these questions in your second and subsequent annual monitoring returns.

If this is your second or subsequent return you are required to complete questions B10 to B15.

#### B10 to B12

For the purposes of these questions, an applicant is a person who applied to fill a vacancy for employment whether Full Time (FT) or Part Time (PT) regardless of whether or not they are already in your employment.

Where an applicant has applied to fill a vacancy on more than one occasion during the 12 month period ending on the date at A2, only include the first application in this return.

#### B13 to B15

For the purposes of these questions appointees are those persons who filled a vacancy for employment in the 12 month period ending on the date at A2 and are still in employment in your concern on the date at A2.

Where a person has been appointed more than once during the 12 month period ending on the date at A2 only include the first appointment in this return.

MALE EMPLOYEES To be completed by ALL Registered Employers and Public Authorities.

PART B

The information in this part of the form relates to your MONITORING DATE (see A2).

See note page 4

Full Time = 16 hours or more

Enter in the appropriate box the number of male employees on your monitoring date at A2 B7(a) described in columns (2) to (4) who are employed in each of the Standard Occupational Classification as described in column (1).

(1)	Standard Occupational Classification Major Groups	(2) No. of Protestant Male employees			(3) No. of Roman Catholic Male Employees			(4) No. of Male employees whose community cannot be determined		
		FT	PT	Total	FT	PT	Total	FT	PT	Total
1	Managers and senior officials	15	0	15	28	0	28	3	0	3
2	Professional occupations	10	0	10	23	1	24	1	0	1
3	Associate professional & technical occupations	10	1	11	54	3	57	4	0	4
4	Administrative & secretarial occupations	2	1	3	9	0	9	1	0	1
5	Skilled trades occupations	16	1	17	52	1	53	0	0	0
6	Personal service occupations	9	1	10	66	15	81	3	0	3
7	Sales and customer service occupations	0	0	0	0	0	0	0	0	0
8	Process, plant and machine operatives	9	0	9	106	2	108	1	0	1
9	Elementary occupations	12	0	12	84	0	84	3	0	3
	TOTALS	83	4	87	422	22	444	16	0	16

TOTAL NO. OF MALE EMPLOYEES ON YOUR B8 (a) MONITORING DATE

547

B9(a) Enter below the total number of Male employees included in columns (2) and (3) above whose community has been determined using the residuary method of monitoring.

	No. of Protestant Male Employees			No. of Roman Catholic Male employees			
	FT	PT	Total	FT	PT	Total	
Male employees whose community has been determined under the <b>residuary method</b> of monitoring	3	0	3	10	1	11	

#### FEMALE EMPLOYEES To be completed by ALL Registered Employers and Public Authorities.

PART B

The information in this part of the form relates to your MONITORING DATE (see A2).

See note page 4

Full Time = 16 hours or more

B7(b) Enter in the appropriate box the number of Female employees on your monitoring date at A2 described in columns (2) to (4) who are employed in each of the Standard Occupational Classification as described in column (1).

(1)	Standard Occupational Classification Major Groups	(2) No. of Protestant Female employees			(3) No. of Roman Catholic Female Employees			(4) No. of Female employees whose community cannot be determined		
		FT	PT	Total	FT	PT	Total	FT	PT	Total
1	Managers and senior officials	6	0	6	34	0	34	0	0	0
2	Professional occupations	5	0	5	22	0	22	2	0	2
3	Associate professional & technical occupations	19	2	21	89	8	97	7	2	9
4	Administrative & secretarial occupations	26	3	29	106	18	124	5	0	5
5	Skilled trades occupations	0	0	0	1	0	1	0	0	0
6	Personal service occupations	6	1	7	22	2	24	0	0	0
7	Sales and customer service occupations	0	0	0	0	0	0	0	0	0
8	Process, plant and machine operatives	0	0	0	2	0	2	0	0	0
9	Elementary occupations	2	0	2	5	3	8	0	0	0
	TOTALS	64	6	70	281	31	312	14	2	16

B8 (b) TOTAL NO. OF FEMALE EMPLOYEES ON YOUR MONITORING DATE

398

B9(b) Enter below the total number of Female employees included in columns (2) and (3) above whose community has been determined using the residuary method of monitoring.

	No, of Protestant Female Employees			No. of Roman Catholic Female employees			
	FT	PT	Total	FT	PT	Total	
Female employees whose community has been determined under the <b>residuary method</b> of monitoring	1	1	2	4	0	4	

#### APPLICANTS

To be completed by ALL Registered Employers and Public Authorities.



PART B

The information in this part of the form relates to the 12 month period ending on the date at A2.

See notes page 5

B10 Enter the number of applicants for employment in each of the Standard Occupational Classifications as described in column (1).

(1)	Standard Occupational Classification Major Groups	(2) No. of Protestant Male applicants	(3) No. of Roman Catholic Male applicants	(4) No. of Male applicants whose community cannot be determined	(5) No. of Protestant Female applicants	(6) No. of Roman Catholic Female applicants	(7) No. of Female applicants whose community cannot be determined
1	Managers and senior officials	10	20	1	3	10	2
2	Professional occupations	11	14	0	9	30	1
3	Associate professional & technical occupations	22	49	2	26	82	6
4	Administrative & secretarial occupations	4	18	1	6	44	0
5	Skilled trades occupations	7	29	1	0	0	0
6	Personal service occupations	12	47	1	6	24	0
7	Sales and customer service occupations	0	0	0	0	0	0
8	Process, plant and machine operatives	3	32	1	0	1	0
9	Elementary occupations	7	37	1	0	1	0
	TOTALS	76	246	8	50	192	9

B11 Enter the number of male, female and total applicants from columns (2) to (7) above

Male	Female	Total		
330	251	581		

B12 Enter below the total number of applicants included in columns (2), (3), (5) and (6) above whose community has been determined using the residuary method of monitoring.

	No. of Protestant Male applicants	No. of Roman Catholic Male applicants	No, of Protestant Female applicants	No. of Roman Catholic Female applicants
Applicants whose community has been determined under the <b>residuary method</b> of monitoring	19	18	7	6

#### APPOINTEES

To be completed by ALL Registered Employers and Public Authorities.



PART B

The information in this part of the form relates to the 12 month period ending on the date at A2.

See notes page 5

B13 Enter the number of appointees who are STILL employees on the Monitoring Date.

Exclude those people appointed to positions who left BEFORE that years Monitoring Date.

(1)	Standard Occupational Classification Major Groups	(2) No. of Protestant Male appointees	(3) No. of Roman Catholic Male appointees	(4) No. of Male appointees whose community cannot be determined	(5) No. of Protestant Female appointees	(6) No. of Roman Catholic Female appointees	(7) No. of Female appointees whose community cannot be determined
1	Managers and senior officials	0	4	0	0	3	0
2	Professional occupations	2	5	0	1	6	0
3	Associate professional & technical occupations	0	4	1	0	13	0
4	Administrative & secretarial occupations	0	3	0	0	13	0
5	Skilled trades occupations	2	6	0	0	0	0
6	Personal service occupations	1	6	0	2	2	0
7	Sales and customer service occupations	0	0	0	0	0	0
8	Process, plant and machine operatives	0	2	0	0	0	0
9	Elementary occupations	0	1	0	0	0	0
	TOTALS	5	31	1	3	37	0

B14 Enter the number of male, female and total appointees from columns (2) to (7) above

Male	Female	Total
37	40	77

B15 Enter below the total number of appointees included in columns (2), (3), (5) and (6) above whose community has been determined using the residuary method of monitoring.

	No. of	No. of Roman	No. of Protestant	No. of Roman	
	Protestant Male	Catholic Male	Female	Catholic Female	
	appointees	appointees	appointees	appointees	
Appointees whose community has been determined under the <b>residuary method</b> of monitoring	3	2	0	2	

APPRENTICES

To be completed ONLY by registered employers and public authorities who employed APPRENTICES during the 12 month period ending on the date at A2.

#### PART C

C16(a) & For the purposes of these questions an apprentice is an employee employed under a contract of apprenticeship.

Apprentices should have already been included in B7(a) and B7(b).

#### APPRENTICE EMPLOYEES

C16(a)

Enter into the box below the number of FT (Full Time - 16 hours or more), PT (Part Time - less than 16 hours) and Total MALE apprentices on the date at A2, who are included in columns (2) to (4), B7(a).

		No. of Protestant Male apprentices			No. of Roman Catholic Male apprentices			No. of Male apprentices whose community cannot be determined		
	FT	PT	Total	FT	PT	Total	FT	PT	Total	
Apprentices	0	0	0	0	0	0	0	0	0	

C16(b)

Enter into the appropriate box below the number of FT (Full Time - 16 hours or more), PT (Part Time - less than 16 hours) and Total female apprentices on the date at A2, who are included in columns (5) to (7), B7(b).

	2 4 4 1 1 1 1 2 1 2 1 2 1 2 1 2 1 2 1 2	No. of Protestant Female apprentices			No. of Roman Catholic Female apprentices			No. of Female apprentices whose community cannot		
	FT	PT	Total	FT	PT	Total	FT	PT	Total	
Apprentices	0	0	0	0	0	0	0	0	0	

#### PROMOTEES AND LEAVERS



PART D To be completed ONLY by Registered Employers who employ more than 250 employees and ALL Public Authorities.

If this is your first monitoring return you are not required to complete questions D17 to D20.

However it is important that you begin collecting the information in respect of promotees and leavers in questions D17 to D20 as you will be required to complete these questions in your second and subsequent annual monitoring return.

If this is your second or subsequent monitoring return you are required to complete questions D17 to D20.

D17 to

D20

If at the start of the 12 month period ending at the date at A2 you employ more than 250 employees (including both part time and full time employees) irrespective of whether the number of employees falls below that number during the 12 month period you must complete questions D17 to D20.

If at any time during the 12 month period ending on the date at A2 you employed more than 250 employees you must complete D17 to D20 including the relevant information from the date at which your workforce exceeded 250 until the date at A2.

- D17 For the purposes of this question a promotee is a person who fills all 4 of the following conditions:
  - (i) the employee has moved from one job to another within the concern; and
  - (ii) in doing so the employee fills a job which was restricted to persons already employed in the concern; and
  - (iii) the employee remained in the new job or was notified in writing that he would so remain, for a continuous period of not less than 6 months; and
  - (iv) as a direct result of the move the employee received an increase in pay (excluding expenses).

The SOC information in relation to promotees should relate to the position into which the person has been promoted.

Where an employee has been promoted more than once during the 12 month period ending on the date at A2 only the first promotion should be included in the monitoring return.

The information in the return relating to promotees should only relate to persons who are still in employment on the date at A2. The information should be included even if the person is no longer in the promoted post.

D19 & For the purposes of these questions a leaver is a former employee who ceased to be employed in your concern during the 12 month period ending on the date at A2.

D20

Where a former employee has left more than once during the 12 month period ending on the date at A2 only the first occasion should be recorded on the monitoring return.

#### PROMOTEES

To be completed ONLY by Registered Employers who employ more than 250 employees and Public Authorities.



PART D

The information in this part of the form relates to the 12 month period ending on the date at A2.

#### See notes page 11

D17 Enter into the appropriate box below the number of promotes (who are ALSO employees at A2) in the major groups of the Standard Occupational Classification as described in column (I).

(1)	Standard Occupational Classification Major Groups	(2) No. of Protestant Male promotees	(3) No. of Roman Catholic Male promotees	(4) No. of Male promotees whose community cannot be determined	(5) No. of Protestant Female promotees	(6) No. of Roman Catholic Female promotees	(7) No. of Female promotees whose community cannot be determined
1	Managers and senior officials	0	1	0	0	1	0
2	Professional occupations	0	0	0	0	0	0
3	Associate professional & technical occupations	0	0	0	0	0	0
4	Administrative & secretarial occupations	0	0	0	0	0	0
5	Skilled trades occupations	0	0	0	0	0	0
6	Personal service occupations	0	0	0	0	0	0
7	Sales and customer service occupations	0	0	0	0	0	0
8	Process, plant and machine operatives	0	0	0	0	0	0
9	Elementary occupations	0	0	0	0	0	0
	TOTALS	0	1	0	0	1	0

Enter into the appropriate box below the total number of promotees above who are male, the number who are female and the total number of promotes.

	Male	Female	Total
Promotees	1	1	2

#### **LEAVERS**

To be completed ONLY by Registered Employers who employ more than 250 employees and Public Authorities.



#### PART D

The information in this part of the form relates to the 12 month period ending on the date at A2.

#### See notes page 11

D19 Enter into the appropriate box below the number of leavers in the major groups of the Standard Occupational Classification as described in column (I).

(1)	Standard Occupational Classification Major Groups	(2) No. of Protestant Male leavers	(3) No. of Roman Catholic Male leavers	(4) No. of Male leavers whose community cannot be determined	(5) No. of Protestant Female leavers	(6) No. of Roman Catholic Female leavers	(7) No. of Female leavers whose community cannot be determined
1	Managers and senior officials	2	3	0	0	2	0
2	Professional occupations	0	0	0	0	1	0
3	Associate professional & technical occupations	1	7	0	2	7	1
4	Administrative & secretarial occupations	2	2	0	0	9	0
5	Skilled trades occupations	0	5	0	0	1	0
6	Personal service occupations	0	7	0	0	3	2
7	Sales and customer service occupations	0	0	0	0	0	0
8	Process, plant and machine operatives	1	3	0	0	0	0
9	Elementary occupations	0	3	0	О	2	0
	TOTALS	6	30	0	2	25	3

Enter into the appropriate box below the total number of leavers above who are male, the number who are female and the total number of promotes.

	Male	Female	Total
Leavers	36	30	66

PART E	to be con	npleted by all registered employers and public authorities
E21	Signed	Anne Jennings Print name if emailing as proof of signature
E22	Print name	Anne Jennings
E23	Position in concern	HR Business Support Manager
E24	Date	29/03/2022 (DD/MM/YYYY

#### ADDITIONAL INFORMATION

E25 Please give a contact for any queries arising from this return

Catrina Miskelly

Telephone No. 03301374360

catrina.miskelly@nmandd.org

#### This form should be emailed to MRF@equalityni.org

Or, posted to Compliance

Equality Commission for Northern Ireland

Equality House

7-9 Shaftesbury Square

Belfast BT2 7DP

#### BEFORE THE DEADLINE AT A3

YOU ARE ADVISED TO KEEP A COPY OF YOUR COMPLETED MONITORING RETURN FORM FOR YOUR OWN INFORMATION

If you require advice or assistance in completing this return contact the Equality Commission at MRF@equalityni.org or 028 9050 0600

#### Checklist

Before submitting this monitoring form, you should check that the information is correct and let us know if there were any substantive factors that changed your monitored figures from the previous year.

#### For example:

Employee sections, pages 6 and 7

- Are the employees (pages 6 & 7) in the same SOC groups as last year?
- Have you included all your employees, including those on career break?

#### Applicants and Appointees, pages 8 & 9

- Are all appointees (page 9) included as applicants (page 8); if not please detail and explain the reason (e.g. they are included in the previous or subsequent return).
- If you have used the residuary method for appointees (Box 15, page 9) do they show in Box 12, page 8 as well as Box B9a on either pages 6 or 7?

#### Apprentices, page 10

 If you have included apprentices (page 10) include them as employees as well (pages 6 & 7).

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	16 June 2022
Subject:	Sickness Absence
Reporting Officer (Including Job Title):	Catrina Miskelly, Assistant Director Corporate Services
Contact Officers (Including Job Title):	Anne Jennings, HR Business Support Manager Philip Preen, HR Manager

For d	ecision For noting only x			
1.0	Purpose and Background			
1.1	The purpose of this report is to provide members with a year-on-year comparison of employee sickness absence the 12-month period at financial year end 31 March 2022, compared with the same period the previous year.			
2.0	Key issues			
2.1	All Directorates saw year on year increases in sickness absence during the rolling two month period, with an overall increase of 46.8% days lost due to sickness.	lve-		
2.2	Long-Term sickness absence in each directorate either decreased or remained at the levels during the reporting period.	same		
2.3	Short-Term sickness absence in each directorate either increased or remained at the levels during the reporting period.	same		
2.4	The number of days lost due to coronavirus and vaccine reaction increased by 397.12% for the twelve-month period ending 31 March 2022, compared to the year ended 31 March 2021.			
2.5	Coronavirus and vaccine reaction sickness absence accounted for 17% of the total days lost to sickness absence during this period.			
3.0	Recommendations			
3.1	To note the contents of this report.			
3.2	<ul> <li>Members should also note the following measures in relation to sickness absence:</li> <li>ASM have provided satisfactory assurance in relation to the Managing Attendance Procedure and the controls in place to manage sickness absence.</li> <li>Absence data is analysed and reported on a quarterly basis to both the Senior an Corporate Management Teams to identify opportunities for targeted interventions</li> <li>Sickness Absence forms part of the Corporate Risk Register and performance monitored on the Corporate Dashboard.</li> </ul>	d		
4.0	Resource implications			
4.1	Set out Section 2 of this report.			
4.2	It is hoped that the proportion of the increased days lost attributed to coronavirus an vaccine reaction, will reduce during 2022-23 as the impact of covid reduces.	d		

4.3	The phased implementation of 'People, Perform, Grow' (PPG) provides a platform for individuals to discuss health and wellbeing with their managers.	r
4.4	Council continues to invest in employee wellbeing through the provision of a funded Cash Plan for Employees and through health promotion initiatives by the employee Health & Wellbeing Working Group.	
5.0	Due regard to equality of opportunity and regard to good relations (complete relevant sections)	lete
	General proposal with no clearly defined impact upon, or connection to specific equality and good relations outcomes	0,
	It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations	⊠
	2. Proposal relates to the introduction of a strategy, policy initiative or prant of and or sensitive or contentious decision	ractice
	Yes □ No ⊠  If yes, please complete the following:  The policy (strategy, policy initiative or practice and / or decision) has been equality screened	
	The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation	
	3. Proposal initiating consultation	
	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	
	Consultation period will be 12 weeks	
	Consultation period will be less than 12 weeks (rationale to be provided)	
	Rationale:	
6.0	Due regard to Rural Needs (please tick all that apply)	
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service  Yes □ No ⊠	
	If yes, please complete the following:	
	Rural Needs Impact Assessment completed	
	If no, please complete the following:	

	The policy / strategy / plan / public service is not influenced by rural needs	
7.0	Appendices	
	None	
8.0	Background Documents	
	None	

#### NEWRY, MOURNE & DOWN DISTRICT COUNCIL

Minutes of Newry City Centre Regeneration Programme Board Meeting held on Monday 13<sup>th</sup> June 2022, 10.00am Hybrid: Council Chamber, Newry & MS Teams

#### In Attendance:

#### Programme Board Members

Councillor Pete Byrne – Chair Councillor David Taylor (Teams) Councillor Glyn Hanna (Teams)

Councillor Declan Murphy (Teams)

#### NMDDC Officials

Conor Mallon, Director of Enterprise Regeneration and Tourism
Michael Lipsett, Director of Active and Healthy Communities (Teams)
Adrian Grimshaw, Project Director
Jonathan McGilly, Assistant Director, Enterprise Employment & Regeneration
Paul Tamati, Assistant Director, Leisure & Sport (Teams)
Caolain Boyd, Assistant Director, Estates & Capital Projects (Teams)
Anthony McKay, Chief Planner
Tracie McLoughlin, PA

#### Also Attending:

Mark Priestly, Hamilton Architects

## Apologies Dorinnia Carville Cllr Stokes Cllr Casey Cllr Malone Damian Mulholland DFC

Andy Patterson

The Chairperson welcomed everyone to the meeting in particular Cllr Declan Murphy who has joined the Programme Board and expressed thanks to Cllr Roisin Mulgrew for her term as Co-chair and input to the NCCR programme of works over the last few years.

#### **EXEMPT ITEMS**

The following matters which related to exempt information by virtue of Paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 – information relating to the financial or business affairs of any particular person (including the Council holding that information).

#### NCCR/122 Presentation & Report: Civic and Regional Hub RIBA Stage 2 Concept Design

Mr Mark Priestly presented a summary and concept plans of the carparking, public realm and the civic hub and confirmed the brief is:

- Centralise Council Services
- · Provision of hub for the Council and Public
- Regeneration of the City Centre
- Improve prominence of the Cathedral
- Acknowledge Parking Issues

Mr Priestly finished by outlining the costs, value engineering and programme details.

Following the presentation and brief discussion, Mr Grimshaw advised the pre planning public consultation process was still ongoing and further engagement will be arranged whereby the images can be displayed.

On the proposal of Councillor Declan Murphy, seconded by Councillor Pete Byrne it was agreed to 'note' the presentation by Hamilton Architects and approve recommendations contained within the report circulated are presented to Strategy Policy and Resources Committee for approval:

- Accept the Stage 2 report as presented for the Civic & Regional Hub and public realm, and that Council progresses to RIBA Stage 3 -Spatial Co-ordination;
- ii. Council proceeds with the procurement for an Integrated Supply Team (IST);
- That the Pre Application Notice (PAN) is concluded and Council proceeds with the submission of the full planning application.

#### NCCR/123 NCCR Programme Board Dashboard

- a) Programme Dashboard Report
- b) Programme Dashboard
- c) Risk Register
- d) Look Ahead Programme

Mr Mallon advised the risks will be reviewed and available for the next meeting of the Programme Board.

On the proposal of Councillor Declan Murphy, seconded by Councillor Pete Byrne the NCCR Programme Board Dashboard items were accepted.

#### NCCR/124 Minutes of the NCCR Outline Business Working Group Meetings

- a) 30th March 2022
- b) 4th May 2022
- c) 25th May 2022

On the proposal of Councillor Pete Byrne, seconded by Councillor Declan Murphy it was agreed to 'Note' the Minutes as circulated.

NCCR/125 Minutes of the Albert Basin Park Project Board Meeting held on 9th June 2022

The Chairperson gave an overview of the Stakeholder Forum and outlined the actions as in Item 5b Appx. 2 circulated to the Programme Board.

On the proposal of Councillor Pete Byrne, seconded by Councillor Declan Murphy it was agreed to 'Note' the Minutes as circulated, agree the public display signage at the entrance to the Park and agree to implement the actions proposed by the Project Board as outlined in the Action Sheet.

NCCR/126 Date for Next Meeting

Agreed: Next Meeting Monday 20th June 2022.

Mr Mallon advised the focus of the meeting will be a design workshop to discuss the feedback to the pre planning consultation and it is therefore preferable that members attend in person.

This concluded the business of the Meeting. The Meeting ended at 10.46am

Approved by Newry City Centre Regeneration Programme Board. For Noting at the Strategy Policy and Resources Committee Meeting 16<sup>th</sup> June 2022

### Páirc Chathair an Iúir Newry



City Park

# Your Plans...Your Park Do Rún...Do Pháirc

prime location along the Carlingford Lough Greenway. space for the residents of Newry and further afield, bringing new life to the historic waterside with its Newry City Park will provide a destination leisure

consultation will be a key focus for phase one, with running paths opening the site up for public access the establishment of an urban sports and children's The key priorities identified in the project's public play park and green space, walking, cycling and and links to the Greenway.

design concept' will now undergo a rigorous review he outline business case along with the 'preferred

department officials during the review process to Communities. The Council will be liaising with process undertaken by the Department for assist as required.

attractive City Park will provide invaluable health and orward to the regeneration of this urban space in the neart of the city and will do all in our power to bring wellbeing benefits for the people of Newry. We look Aside from its important role in our plans for the regeneration of Newry City Centre, a vibrant, Your Park' to life.

> gus Ard Mhacha Theas Ag freastal ar an Dún Serving Down

and South Armagh

Newry, Mourne and Down an Iúir, Mhúrn a District Council