



April 11th, 2018

**Notice Of Meeting**

You are invited to attend the Strategy Policy and Resources Committee Meeting to be held on **Thursday, 12th April 2018 at 5:00 pm** in **Mourne Room, Downshire.**

The Members of the Strategy Policy and Resources Committee are:-

Chair: Councillor T Hearty

Vice Chair: Councillor A McMurray

Members: Councillor P Byrne Councillor R Burgess

Councillor M Carr Councillor S Doran

Councillor C Enright Councillor D Hyland

Councillor O McMahon Councillor M Murnin

Councillor B Ó'Muirí Councillor M Ruane

Councillor M Savage Councillor G Sharvin

Councillor W Walker

# Agenda

## 1.0 Apologies & Chairperson's Remarks

## 2.0 Declarations of Interest

## 3.0 Action Sheet arising from SPR Meeting held on 15 March 2018

 *Action Sheet.pdf*

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### *Corporate Services*

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## 4.0 CEO & Corporate Services Business Plan

 *SPR Cover Report CEO Business Plan.pdf*

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 *Appendix I CEO Business Plan 2017-18 Review Final.pdf*

*Page 6*

 *Appendix III CEO Business Plan 2018-19 FINAL.pdf*

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 *21.2.18 CS Business Plan 2017-18 Annual Review.pdf*

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 *20.2.18 CS Annual Business Plan 2018-19.pdf*

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### *Corporate Planning and Policy*

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## 5.0 Report on Draft Equality Action Measures Plan 2018-2020


 *Report on draft Equality Action Measures Plan 2018-2020 for consideration at SPR on 12 April 2018.pdf*

*Page 54*

 *Appendix 1 draft Action Measures Plan 2018-2020.pdf*

*Page 56*

## 6.0 Section 75 Policy Screening Report - Quarterly Report for period January-March 2018

 *Report on Section 75 Policy Screening Report - Quarterly Report for period Jan - March 2018 for consideration at SPR 12 Ap.pdf*

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 *Quarterly Screening Report January - March 2018.pdf*

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*Items Restricted in accordance with Part 1 of Schedule 6 of the Local Government Act (NI) 2014*

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## 7.0 Strategic Project Working Group Action Sheet & Albert Basin Park Terms of Reference

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person (including the Council holding that information)

 21.3.18 - Strategic Projects Working Group Action Sheet.pdf

*Not included*

 Albert Basin TOR.pdf

*Not included*

## 8.0 Staffing in Democratic Services

This item is deemed to be restricted by virtue of para.4 of part 1 of schedule 6 of the Local Government Act (NI) 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.

 staffing democratic services march 2018.pdf

*Not included*

## 9.0 Renewal of Council Insurance

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person (including the Council holding that information)

 Report to SP&R Committee Insurance 2018.pdf

*Not included*

## 10.0 Settlement of Civil Claim

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person (including the Council holding that information)

 Settlement of Civil Claim.pdf

*Not included*

## 11.0 Report on Complaints Statistics

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person (including the Council holding that information)

 Report re Complaints.pdf

*Not included*

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*Not included*

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**FOR NOTING Items Restricted in accordance with Part 1 of Schedule 6 of the Local Government Act (NI) 2014**

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## 12.0 Newry BID Extension of Debt Collection Officer

**This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person (including the Council holding that information)**

 ***SPR - Apr 18 - Newry BID Debt Collection Officer.pdf***

***Not included***

## **13.0 Disposal of Land Where Departmental Approval is Required**

(copy report to follow)

**This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person (including the Council holding that information)**

 ***SPR - Apr 18 - Department for Communities Approval.pdf***

***Not included***



# Invitees

Cllr Terry Andrews	<a href="mailto:terry.andrews@nmandd.org">terry.andrews@nmandd.org</a>
Cllr Naomi Bailie	<a href="mailto:naomi.bailie@nmandd.org">naomi.bailie@nmandd.org</a>
Cllr Patrick Brown	<a href="mailto:patrick.brown@nmandd.org">patrick.brown@nmandd.org</a>
Cllr Robert Burgess	<a href="mailto:robert.burgess@nmandd.org">robert.burgess@nmandd.org</a>
Lorraine Burns	<a href="mailto:lorraine.burns@nmandd.org">lorraine.burns@nmandd.org</a>
Cllr Pete Byrne	<a href="mailto:pete.byrne@nmandd.org">pete.byrne@nmandd.org</a>
Mr Gerard Byrne	<a href="mailto:gerard.byrne@nmandd.org">gerard.byrne@nmandd.org</a>
Cllr Michael Carr	<a href="mailto:michael.carr@nmandd.org">michael.carr@nmandd.org</a>
Mrs Dorinnia Carville	<a href="mailto:dorinnia.carville@nmandd.org">dorinnia.carville@nmandd.org</a>
Cllr charlie casey	<a href="mailto:charlie.casey@nmandd.org">charlie.casey@nmandd.org</a>
Cllr William Clarke	<a href="mailto:william.clarke@nmandd.org">william.clarke@nmandd.org</a>
Cllr Garth Craig	<a href="mailto:garth.craig@nmandd.org">garth.craig@nmandd.org</a>
Cllr Dermot Curran	<a href="mailto:dermot.curran@nmandd.org">dermot.curran@nmandd.org</a>
Cllr Laura Devlin	<a href="mailto:laura.devlin@nmandd.org">laura.devlin@nmandd.org</a>
Mr Eoin Devlin	<a href="mailto:eoin.devlin@nmandd.org">eoin.devlin@nmandd.org</a>
Mr Liam Dinsmore	<a href="mailto:liam.dinsmore@nmandd.org">liam.dinsmore@nmandd.org</a>
Cllr Sean Doran	<a href="mailto:sean.doran@nmandd.org">sean.doran@nmandd.org</a>
Cllr Cadogan Enright	<a href="mailto:cadogan.enright@nmandd.org">cadogan.enright@nmandd.org</a>
Cllr Gillian Fitzpatrick	<a href="mailto:gillian.fitzpatrick@nmandd.org">gillian.fitzpatrick@nmandd.org</a>
Mr Kieran Gordon	<a href="mailto:kieran.gordon@nmandd.org">kieran.gordon@nmandd.org</a>
Mr Patrick Green	<a href="mailto:patrick.green@nmandd.org">patrick.green@nmandd.org</a>
Cllr Glyn Hanna	<a href="mailto:glyn.hanna@nmandd.org">glyn.hanna@nmandd.org</a>
Mr Liam Hannaway	<a href="mailto:liam.hannaway@nmandd.org">liam.hannaway@nmandd.org</a>
Cllr Valerie Harte	<a href="mailto:valerie.harte@nmandd.org">valerie.harte@nmandd.org</a>
Cllr Harry Harvey	<a href="mailto:harry.harvey@nmandd.org">harry.harvey@nmandd.org</a>
Mr Conor Haughey	<a href="mailto:conor.haughey@nmandd.org">conor.haughey@nmandd.org</a>
Cllr Terry Hearty	<a href="mailto:terry.hearty@nmandd.org">terry.hearty@nmandd.org</a>
Mrs Janine Hillen	<a href="mailto:janine.hillen@nmandd.org">janine.hillen@nmandd.org</a>
Cllr Roisin Howell	<a href="mailto:roisin.howell@nmandd.org">roisin.howell@nmandd.org</a>
Cllr David Hyland	<a href="mailto:david.hyland@nmandd.org">david.hyland@nmandd.org</a>
Mr Colum Jackson	<a href="mailto:colum.jackson@nmandd.org">colum.jackson@nmandd.org</a>
Cllr Liz Kimmins	<a href="mailto:liz.kimmins@nmandd.org">liz.kimmins@nmandd.org</a>
Cllr Mickey Larkin	<a href="mailto:micky.larkin@nmandd.org">micky.larkin@nmandd.org</a>
Mr Michael Lipsett	<a href="mailto:michael.lipsett@nmandd.org">michael.lipsett@nmandd.org</a>
Cllr Kate Loughran	<a href="mailto:kate.loughran@nmandd.org">kate.loughran@nmandd.org</a>
Cllr Jill Macauley	<a href="mailto:jill.macauley@nmandd.org">jill.macauley@nmandd.org</a>
Mrs Regina Mackin	<a href="mailto:regina.mackin@nmandd.org">regina.mackin@nmandd.org</a>
Mr Conor Mallon	<a href="mailto:conor.mallon@nmandd.org">conor.mallon@nmandd.org</a>
Mr Johnny Mc Bride	<a href="mailto:johnny.mcbride@newryandmourne.gov.uk">johnny.mcbride@newryandmourne.gov.uk</a>
Colette McAteer	<a href="mailto:colette.mcateer@nmandd.org">colette.mcateer@nmandd.org</a>
Cllr Declan McAteer	<a href="mailto:declan.mcateer@nmandd.org">declan.mcateer@nmandd.org</a>
Jonathan McGilly	<a href="mailto:jonathan.mcgilly@nmandd.org">jonathan.mcgilly@nmandd.org</a>

Patricia McKeever	<a href="mailto:patricia.mckeever@nmandd.org">patricia.mckeever@nmandd.org</a>
Cllr Oksana McMahon	<a href="mailto:oksana.mcmahon@nmandd.org">oksana.mcmahon@nmandd.org</a>
Cllr Andrew McMurray	<a href="mailto:andrew.mcmurray@nmandd.org">andrew.mcmurray@nmandd.org</a>
Eileen McParland	<a href="mailto:eileen.mcparland@nmandd.org">eileen.mcparland@nmandd.org</a>
Catrina Miskelly	<a href="mailto:catrina.miskelly@downdc.gov.uk">catrina.miskelly@downdc.gov.uk</a>
Mr Colin Moffett	<a href="mailto:colin.moffett@nmandd.org">colin.moffett@nmandd.org</a>
Mr Ken Montgomery	<a href="mailto:ken.montgomery@nmandd.org">ken.montgomery@nmandd.org</a>
Mr Roland Moore	<a href="mailto:roland.moore@nmandd.org">roland.moore@nmandd.org</a>
Cllr Roisin Mulgrew	<a href="mailto:roisin.mulgrew@nmandd.org">roisin.mulgrew@nmandd.org</a>
Cllr Mark Murnin	<a href="mailto:mark.murnin@nmandd.org">mark.murnin@nmandd.org</a>
Cllr Barra O Muiri	<a href="mailto:barra.omui@nmandd.org">barra.omui@nmandd.org</a>
Mr Andy Patterson	<a href="mailto:andrew.patterson@nmandd.org">andrew.patterson@nmandd.org</a>
Cllr Brian Quinn	<a href="mailto:brian.quinn@nmandd.org">brian.quinn@nmandd.org</a>
Cllr Henry Reilly	<a href="mailto:henry.reilly@nmandd.org">henry.reilly@nmandd.org</a>
Cllr John Rice	<a href="mailto:john.rice@nmandd.org">john.rice@nmandd.org</a>
Ms Alison Robb	<a href="mailto:Alison.Robb@downdc.gov.uk">Alison.Robb@downdc.gov.uk</a>
Cllr Michael Ruane	<a href="mailto:michael.ruane@nmandd.org">michael.ruane@nmandd.org</a>
Cllr Michael Savage	<a href="mailto:michael.savage@nmandd.org">michael.savage@nmandd.org</a>
Mr Kevin Scullion	<a href="mailto:kevin.scullion@nmandd.org">kevin.scullion@nmandd.org</a>
Cllr Gareth Sharvin	<a href="mailto:gareth.sharvin@nmandd.org">gareth.sharvin@nmandd.org</a>
Cllr Gary Stokes	<a href="mailto:gary.stokes@nmandd.org">gary.stokes@nmandd.org</a>
Sarah Taggart	<a href="mailto:sarah-louise.taggart@nmandd.org">sarah-louise.taggart@nmandd.org</a>
Cllr David Taylor	<a href="mailto:david.taylor@nmandd.org">david.taylor@nmandd.org</a>
Cllr Jarlath Tinnelly	<a href="mailto:jarlath.tinnelly@nmandd.org">jarlath.tinnelly@nmandd.org</a>
Cllr John Trainor	<a href="mailto:john.trainor@nmandd.org">john.trainor@nmandd.org</a>
Cllr William Walker	<a href="mailto:william.walker@nmandd.org">william.walker@nmandd.org</a>
Mrs Marie Ward	<a href="mailto:marie.ward@nmandd.org">marie.ward@nmandd.org</a>

**ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 13 OCTOBER 2016 – ITEMS STILL IN PROGRESS OR ON-GOING.**

ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2015					
SPR/236/2016	Right of Way Proposal at Ballyedmond, Killowen, Rostrevor	<p>It was agreed to accept the officer's recommendations as follows:</p> <ul style="list-style-type: none"> <li>• Approval of the details of the proposed Killowen Coastal Path around the Big Moat at Ballyedmond as per the presentation at the meeting, ie. the design drawings and technical specification.</li> <li>• A joint application for Planning Permission will be submitted by the Ballyedmond Estate and the Council for the creation of the proposed Coastal Path as per the approved details.</li> </ul>	C Mallon	<p>On-going.</p> <p><i>Ballyedmond Estates Consultants updating the Ecological Impact Assessments and collating additional information. This matter is on-going.</i></p>	N

**ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 17 NOVEMBER 2016 – ITEMS STILL IN PROGRESS OR ON-GOING.**

SPR/282/2016	Correspondence from the Department for Communities Regeneration Bill	Council to write to the Minister for Communities asking him to reconsider the decision not to progress the Regeneration Bill.	L Hannaway	To be completed once a Minister for Communities is in place.	N
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**ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 15 MARCH 2018**

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/035/2018	Credit Card Policy	It was agreed to approve the amendment to the Credit Card Policy to include provision of a credit card for the Director of Enterprise, Regeneration and Tourism.	G Byrne	Noted	Y

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/036/2018	Land at Linkside Park, Newcastle	It was agreed to regularise an encroachment adjacent to 12 Linkside Park, Newcastle prior to a transfer of the remainder of lands back to NIHE, subject to the conditions set out in the circulated report.	A Robb	Noted	Y
SPR/037/2018	Household Survey Methodology	The commissioning of a Residents' Survey was agreed.	J McBride	Noted	Y
SPR/038/2018	Draft Performance Improvement Objectives 2019-2020	It was agreed to approve the draft performance improvement objectives 2018-19, 'supporting actions' and 'measures of success' and the proposed approach and timetable for developing and publishing the Performance Improvement Plan 2018-19, by 30 June 2018, including authorisation to proceed with an eight week public consultation on 23 March 2018.	K Bingham	Noted	Y
SPR/039/2018	Report of Housing Needs Symposium – 22 January 2018	Subject to the agreed amendment, the report of the Social Housing Need Symposium held on 22 January 2018 was agreed.	J McBride	Noted	Y

#### ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2015

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/040/2018	Transfer of Obligations Under a Deed of Charge – Tourism Facility at Trassey, Newcastle	It was agreed to consent to the transfer of obligations under the Deed of Charge relating to the tourism facility at Trassey, Newcastle from current holders, trading as Meelmore Lodge, to the person named in	A Robb	Noted	Y

		the Officer's Report, subject to the completion of all necessary legal formalities. It was also agreed to consent to the postponement of Council's existing Charge in favour of a new Charge by the lender of the transferee, subject to there being no effect on Council's Charge and to Council remaining as second Charge holder.			
SPR/041/2018	Proposed Leasing of Newry Sports Centre Car Park to Southern Regional College	It was agreed to approve the recommendations contained in paragraph 3.1 of the Officer's Report and seek a rental valuation from Land and Property Services for the former Newry Sports Centre car park and then to proceed in line with the recommended way forward in relation to short-term use	K Scullion	In progress	N
SPR/042/2018	Update on Down Leisure Centre	It was agreed to approve the additional projected final costs outlined in paragraph 3.1 of the Officer's Report and to grant authority to Council Officers to take appropriate action to investigate the potential for recovery of the additional costs incurred by Council as recommended in paragraph 3.2 of the Officer's Report.	C Mallon	Noted	Y
SPR/043/2018	Report on Photovoltaic Panels for Down Leisure Centre	It was agreed to approve the recommendations contained in paragraph 2.1 of the Officer's Report in relation to the installation of PV panels at Newry Leisure Centre, at the costs detailed in the Officer's Report, subject to the correction detailed by the Officer to Committee in relation to the level of KW for panels at Newry Leisure Centre. In relation to Down Leisure Centre it was agreed to proceed in line with Option 1 as detailed in the Officer's Report.	T McClean	Noted	Y



<b>Report to:</b>	Strategy, Policy & Resources Committee
<b>Date of Meeting:</b>	12 April 2018
<b>Subject:</b>	Chief Executive's Office & Corporate Services Business Plans (2018-19)
<b>Reporting Officers:</b>	Liam Hannaway – Chief Executive Dorinnia Carville – Director: Corporate Services
<b>Contact Officer:</b>	Johnny McBride - Assistant Director: Community Planning & Performance

<b>Decisions Required:</b>	
Members are asked to note the contents of the report, give consideration and agree to:	
<ul style="list-style-type: none"> <li>• <b>The Chief Executive's Office Business Plan (2018-19); and</b></li> <li>• <b>The Corporate Services Business Plan (2018-19).</b></li> </ul>	
<b>1.0</b>	<b><u>Purpose &amp; Background</u></b>
<b>1.1</b>	Directorate Business Plans are an essential part of the Council's Business Planning and Performance Management Framework, which provides for the cascade of Members' priorities throughout the organisation and their subsequent performance management.
<b>1.2</b>	The Business Plans provide important information in relation to planned activity during 2018-19 which will contribute to the achievement of important strategic outcomes for the Council; most notably in relation to the Community Plan, Corporate Plan, Performance Improvement Plan and other key strategies. Business Plans are aligned with the Council's budget for the same period, with other Directorates also tabling Plans for 2018-19 to their respective parent Committees in April 2018.
<b>2.0</b>	<b><u>Key Issues</u></b>
	<b>Performance Review</b>
<b>2.1</b>	As part of the preparation of Business Plans for 2018-19, a review of each Plan for 2017-18 has been undertaken so as to provide an overview of progress made and where further improvements are required. This exercise is an important part of the Council's statutory obligations to strengthen the way performance is monitored, reviewed and reported across the organisation. A performance review of the Chief Executive's Office and Corporate Services Business Plans for 2017-18 is provided at <b>Appendices I &amp; II</b> respectively.
	<b>Business Plans (2018-19)</b>
<b>2.2</b>	Copies of The Chief Executive's Office and Corporate Services Business Plans (2018-19) are provided at <b>Appendices III &amp; IV</b> respectively.
<b>3.0</b>	<b><u>Further Improvements</u></b>
	Members are asked to note that further improvements to business planning are required across the Council; most notably in relation to the embedding of a performance culture and the associated increased use of targets; as well as performance measures and indicators. This is an important priority for the Chief Executive's Office and as part of preparations for the new Corporate Plan (2019-23).

4.0	<b><u>Resource Implications</u></b>
4.1	There are resource implications arising from this report as the delivery of actions within the respective Business Plans will be resourced from the agreed budget for 2018-19.
5.0	<b><u>Equality and Good Relations Implications</u></b>
5.1	There are no equality or good relations implications arising from this report, however specific tasks within each Business Plan may be subject to their own statutory screening. The outcomes of which will be reported to Members as part of future Officer recommendations.
6.0	<b><u>Appendices</u></b>
	<ul style="list-style-type: none"> <li>• <b>Appendix I</b> – Review of the Chief Executive’s Office Business Plan (2017-18);</li> <li>• <b>Appendix II</b> – Review of the Corporate Services Business Plan (2017-18);</li> <li>• <b>Appendix III</b> – Chief Executive’s Office Business Plan (2018-19); and</li> <li>• <b>Appendix IV</b> – Corporate Services Business Plan (2018-19).</li> </ul>

# Chief Executive's Office

## Business Plan - Annual Review 2017-18



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






## Introduction

This report provides an overview of progress in delivering the Business Plan 2017-18 for the Chief Executive's Office, across the following service areas:









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

Progress across the key supporting actions has been aligned to the relevant community planning outcomes, corporate priorities, performance improvement objectives and Directorate objectives. Performance has also been tracked using the legend below.

### Legend



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





## Progress at a glance

Supporting action	Status
Legislative compliance with the Duty of Improvement	
Business Planning and Performance Management Framework updated	
Development of the high level Target Operating Model underway	
Community Plan launched and publicised	
Thematic Group Delivery Plans agreed and published	
Ongoing training and capacity building for Elected Members	
Five aspects of the Council's Constitution reviewed	
Preparation for the 2019 Local Government elections underway	




## Community Planning and Performance





<b>Corporate Priority</b>	Transform and modernise the Council, providing accessible as well as value for money services
<b>Directorate Objective</b>	Establish the new Council as an efficient, effective and equitable organisation that people (employees and citizens) are proud of


Supporting action	Timetable	Status	Explanatory note
Prepare and publish a Performance Improvement Plan for 2017-18	Q1 2017-18		The Performance Improvement Plan 2017-18 was published on 30 June 2017, in line with statutory requirements. This Plan was supplemented by a summary document entitled 'Our Performance, Looking Back, Looking Forward' which outlines the performance improvement objectives 2017-18 and provides an overview of progress against the corporate priorities during 2016-17. A Mid Year Report outlining progress against the performance improvement objectives 2017-18 was also considered by the Strategy, Policy And Resources Committee, and publicised through the Council's website and social media channels.
Compile and update the performance baseline across all the Council's functions and services for 2015-16 and 2016-17	Q1 2017-18		<p>Through APSE Performance Networks, the Council has established performance baselines for 2015-16 and 2016-17 across the following functions and services:</p> <ul style="list-style-type: none"> <li>• Corporate Services</li> <li>• Environmental Services</li> <li>• Leisure Services</li> <li>• Planning</li> <li>• Economic Development</li> </ul> <p>This performance information has been analysed and considered by the Senior Management Team and Corporate Management Team, and further work is underway to ensure future data submissions are accurate, reliable and robust. During Q4 2017-18, the Council also carried out Customer Satisfaction Surveys</p>

			across the six leisure centres and will begin the process of analysing the baseline information, alongside productivity and financial performance indicators.
Refine the corporate performance management framework so that it is aligned with Community Planning outcomes	Q1 2017-18		The Business Planning and Performance Management Framework was updated and published in the Performance Improvement Plan 2017-18. This Framework seeks to provide assurance that the Council is contributing to the delivery of community planning outcomes through the implementation of the Corporate Plan, Performance Improvement Plan, Directorate Business Plans and other key plans and strategies.
Develop a suite of corporate and departmental based performance indicators and measures	Q3 2017-18		<p>A suite of performance indicators has been developed to underpin the delivery of the 2017-18 performance improvement objectives, and progress has been monitored through the Mid Year Progress Report for the Performance Improvement Plan 2017-18. Directorate Business Plans also include suites of performance indicators and progress against these indicators will be reported through the annual review of Business Plans.</p> <p>The Council is also in the process of collating existing performance indicators across the organisation. This is an ongoing process and the information will be used identify gaps and duplication, whilst supporting the development of performance indicators and measures within future plans and strategies.</p>
Prepare and submit the retrospective assessment of the Council's performance during 2016-17	Q3 2017-18		The Assessment of Performance 2016-17 was published on 30 September 2017, in line with statutory requirements. This document provided an overview of the Council's progress in delivering the performance improvement objectives 2016-17, corporate priorities 2015-19 and statutory performance indicators and standards, as well as the overall General Duty to Improve.
Ensure legislative	Q3 2017-		The Northern Ireland Audit Office (NIAO) carried out a retrospective and




compliance with the Duty of Performance Improvement	18		forward looking Improvement Audit and Assessment during 2017-18, on behalf of the Local Government Auditor (LGA). The LGA certified that the Council discharged its performance improvement and reporting duties under Part 12 of the Local Government Act, and acted in accordance with the guidance issued by the Department for Communities. The LGA proposed an unqualified audit and assessment opinion and issued a Letter of Assurance to the Department for Communities in November 2017.
Commence the development of a Performance Improvement Plan for 2018-19	Q4 2017-2018		The development of the Performance Improvement Plan 2018-19 is well underway. Draft performance improvement objectives, 'supporting actions' and 'measures of success' have been developed in liaison with Assistant Directors and their teams. The performance improvement objectives were considered and approved by the Strategy, Policy and Resources Committee in March and are subject to an eight week consultation between March-May 2018. Feedback from the consultation process will be used to influence the Performance Improvement Plan 2018-19, which is scheduled to be published by 30 June 2018, in line with statutory requirements.
Present an outline business case for the procurement and implementation of a corporate performance management system	Q4 2017-18		The corporate performance management system forms part of the wider business intelligence requirements of the organisation. A multi-disciplinary team of Officers has commenced an initial scoping exercise of the business intelligence requirements of the organisation, which will also incorporate finance, risk management and community planning.
Working with other Departments, implement a targeted efficiency plan for 2017-18	Q1 onwards		During 2017-18, a review of casual overtime was completed and budget reductions were achieved. A report outlining the next steps to deliver efficiencies has been endorsed by the Senior Management Team and Corporate Management Team, and is scheduled to be considered by the Efficiency Working Group in April 2018.

Agree a target operating model for the new Council with SMT and Elected Members	Q3 2017-18		The high level Target Operating Model has been developed and considered by the Corporate Management Team and Senior Management Team. Further work is required to produce a more detailed model to inform future business change and transformation. The high level Target Operating Model will be considered by Elected Members during 2018-19.
Develop and agree a corporate (business) transformation programme with SMT and Elected Members	Q4 2017-18		The corporate transformation programme will be developed and progressed further when the business requirements of the organisation are agreed by Elected Members and the Senior Management Team. The Corporate Management Team has been tasked with identifying, defining and progressing initial projects which will drive forward transformational improvements across the organisation.
Prepare and publish 2 year Delivery Plans for the key outcomes of the Community Plan	Q3 2017-18		<p>The two year Delivery Plans for the following Thematic Delivery Groups were developed, agreed and published in June 2017:</p> <ul style="list-style-type: none"> <li>• Economic Development, Regeneration and Tourism</li> <li>• Health and Wellbeing</li> <li>• Environment and Spatial Development</li> <li>• Safety and Good Relations (PCSP)</li> </ul> <p>These multi-stakeholder plans are directly aligned to community planning outcomes, highlighting the Council's contribution to achieving each outcome and indicator. The Delivery Plans will continue to evolve in order to meet the needs and aspirations of local communities, and are subject to ongoing monitoring and review.</p>
Organise a major public launch for Community Plan	Q3 2017-18		The public launch of the Community Plan for Newry, Mourne and Down took place on 12 October 2017 and attracted around 120 representatives from the statutory, business and voluntary sectors. Representatives from 'What Works',



			<p>Scotland and the Louth Public Participation Network presented the 'best practice' experiences of neighbouring jurisdictions in facilitating effective community engagement.</p> <p>The public launch of the Community Plan was supplemented by a series of 'mini launches' across the seven District Electoral Areas (DEA's) which engaged a total of 135 people. Through each of the launch events, the Council promoted a video which was commissioned to support and raise awareness of the community planning process, and encouraged stakeholders to continue to provide feedback on how community engagement can be strengthened in the future.</p>
Explore the development of an Information (Data & Business Intelligence) Strategy for the Council	Q4 2017-2018		Representatives from the Evidence and Research Team form part inter-departmental working group has been established to lead the development of the corporate Business Intelligence System.

## Democratic Services





<b>Corporate Priority</b>	Transform and modernise the Council, providing accessible as well as value for money services
<b>Directorate Objective</b>	Establish the new Council as an efficient, effective and equitable organisation that people (employees and citizens) are proud of.

Supporting action	Timetable	Status	Explanatory note
Continue to roll out training and capacity building for Councillors	Q1 onwards		The Council works closely with NILGA and has supported the development of a regional training and capacity building programme for all Elected Members. This programme is supplemented by ongoing in-house training and capacity building for local Elected Members in areas such as Standing Orders, Code of Conduct, Rural Needs, Equality and Planning. The Elected Member



			Development Charter was also renewed in December 2016.
Establish a cross departmental working group for the review of Council's Constitution	Q2 2017-18		<p>A statutory requirement exists in The Local Government (NI) Act (2014) to maintain and keep up-to-date a document which contains the following:</p> <ul style="list-style-type: none"> <li>• The Council Standing Orders</li> <li>• The NI Local Government Code of Conduct</li> <li>• Other information from the Department for Communities</li> <li>• Other information the Council considers appropriate (key Council policies etc.)</li> </ul> <p>During 2017-18, the following aspects of Constitution were reviewed and updated by cross departmental working group representatives:</p> <ul style="list-style-type: none"> <li>• Standing Orders: January 2017</li> <li>• Members' Allowance Scheme: June 2017</li> <li>• Committee Terms of Reference: June 2017</li> <li>• Financial Regulations: September 2017</li> <li>• Contracts Procedures Rules and Processes Policy: January 2018</li> </ul> <p>The following aspects of the Constitution are subject to ongoing review:</p> <ul style="list-style-type: none"> <li>• Access to Information Procedure rules</li> <li>• Scheme of Delegation for Officers</li> </ul> <p>The officer-management structure is also in the process of being updated in line with the revised Senior Management Team structure, which was approved by the Council in January 2018.</p>
Commence preparation for organisation of 2019 Local Government Election	Q4 2017-2018		<p>In November 2017, the Council conducted an expression of interest trawl amongst all employees to identify baseline experience across the organisation. Discussions have also taken place with the NI Electoral Office regarding the training materials and support which the Council can access in preparation for the 2019 local government elections.</p>

## Measures of Success

Service Area	Performance Measure	Status	Explanatory Note
Performance and Improvement	Compliance with the Duty of Performance		The Local Government Auditor proposed an unqualified audit and assessment opinion and issued a Letter of Assurance to the Department for Communities in November 2017.
	Number of Corporate Strategies and Departmental Business Plans with performance measures and indicators		<p>The Council is in the process of reviewing existing performance management arrangements across the organisation which involves:</p> <ul style="list-style-type: none"> <li>• Mapping existing performance indicators which feature within the Community Plan, Corporate Plan, Performance Improvement Plan and other key plans and strategies</li> <li>• Identifying existing governance arrangements which underpin and support the implementation of key plans and strategies, in terms of performance monitoring, review and reporting</li> </ul> <p>This review is ongoing and the information will be used to strengthen the performance management arrangements within existing and emerging plans, strategies and programmes of work.</p>
Community Planning	Agreed 2 Year Delivery Plans for the Community Plan		The Council has complied with the Duty of Community Planning. Two year Delivery Plans have been developed, agreed and published for the four Community Planning Thematic Delivery Groups, and year one implementation is underway.
Democratic Services	Council Constitution reviewed and updated		The Constitution is reviewed and updated on an ongoing basis. During 2017-18, five aspects of the Constitution were reviewed and updated by cross departmental working group representatives.



# Chief Executive's Office

## Annual Business Plan 2018-19



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

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## 1.0 Introduction

The Chief Executive's Office (CEO) is responsible for setting the strategic direction of the organisation, supporting the delivery of corporate priorities and ensuring legislative compliance with the Duty of Community Planning and Duty of Improvement, as outlined in The Local Government (NI) Act 2014. The Office 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.

The core responsibilities of the Office are:

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

## 2.0 Background and Context

The CEO 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 priorities for the Council between 2015 19, and how it will contribute to achieving the community planning outcomes. The Performance Improvement Plan highlights the positive outcomes stakeholders can expect to see through the annual performance improvement objectives, which are clearly aligned to community planning outcomes and corporate priorities.

The Community Plan, Corporate Plan and Performance Improvement 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).

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.

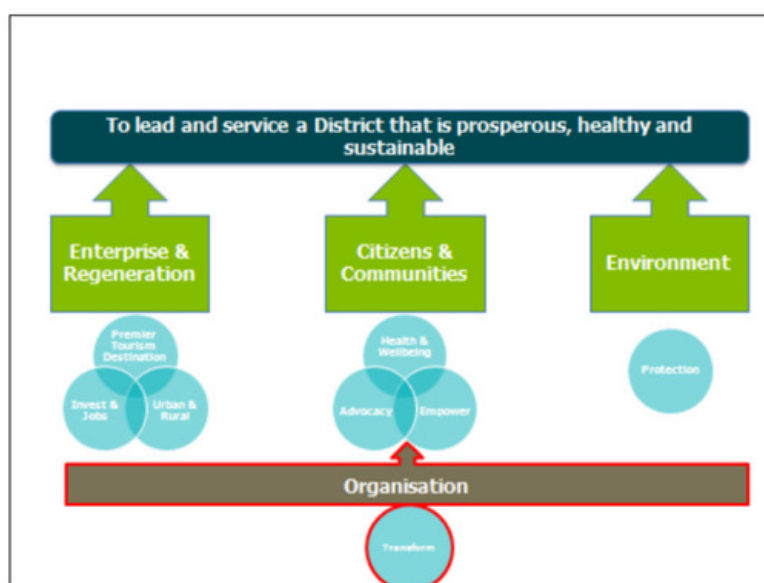
**Figure 1: Business Planning and Performance Management Framework**



The CEO Business Plan provides an overview of the key operational activities for the coming year. These activities are explicitly linked to corporate priorities, and coupled with 'business as usual' service delivery, provide clear direction for all employees within the Office (Figure 2). The CEO Business Plan is published annually and is the basis upon which performance is managed and reviewed by full Council, Strategy, Policy and Resources Committee and Senior Management Team.



**Figure 2: CEO Alignment with Corporate Priorities**



### 3.0 Purpose and Values

#### Purpose

The primary purpose of the CEO is to provide strategic direction and leadership to the organisation by developing, implementing and monitoring key strategic frameworks, internally and externally, to support the achievement of community planning outcomes and corporate priorities. CEO activity is primarily aligned with the following corporate priority:

***'Transform and modernise the Council, providing accessible as well as value for money services'***

The CEO Business Plan also supports and underpins the delivery of other corporate priorities, through the process of community planning, provision of evidence and research and arrangements for performance and improvement.

#### Values

The Office adheres to the Council's values which are outlined in the Corporate Plan 2015-19:

We Will Be	What This Means
Citizen Focused	We will actively encourage citizen and community engagement, as well as be a listening and responsive Council.
Accountable	We will make decisions based on an objective assessment of need and operate in a transparent way as well as openly report on our performance.

We Will Be	What This Means
Collaborative	We will actively encourage and pursue working in partnership and at all levels to deliver for our District.
Sustainable	We will take into account the social, economic and environmental impacts of our decisions on current and future generations.
Fairness	We will proactively target actions at those who are marginalised in our community.

In accordance with the Section 75 requirements of the Northern Ireland Act (1998), the CEO 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

The CEO was established in 2017 following the reorganisation of the former Strategic Planning and Performance Directorate. The Office 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. Influences within the external and internal environment continuously present challenges and opportunities, which have an impact on the overall management and operation of the CEO. These influences can be summarised as follows:

### External Environment

- **Legislation:** Ensuring legislative compliance with The Local Government (NI) Act 2014 and subsequent Orders, specifically in relation to the Duty of Community Planning, Duty of Improvement and Political Governance.
- **Strategic Alliances:** Collaborating with stakeholders to address the impact of Brexit and continue to operate amidst wider political uncertainty.
- **Community Planning:** Strengthening existing partnerships and progressing the implementation of the four Thematic Delivery Plans to support the achievement of the long term community planning outcomes.
- **Local Government Reform:** Addressing legacy issues and successfully integrating the new powers and functions created through Local Government Reform.
- **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:** Considering the impact of complex social issues and the needs of a growing and ageing population, coupled with increased demand for public services and rising customer expectations on public service provision.

## Internal Environment

- **Management:** Successfully establishing the Office in terms of its structure, governance, internal processes and increased responsibilities. Tier 4 positions are now in place and the focus is on recruiting to Tier 5 positions.
- **Resources:** Identifying and securing the financial and non-financial resources required for the Office to successfully develop and discharge its responsibilities amidst increased budgetary constraints and austerity.
- **Democracy:** Ensuring Elected Members and the Council's decision-making structures are provided with appropriate levels of support to enable the effective and efficient discharge of their responsibilities.
- **Transformation and Improvement:** 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 resident needs and aspirations.
- **Performance Management:** Monitoring and reviewing Council performance, highlighting areas of high-performance, identifying areas for intervention and facilitating the development of a performance improvement culture.
- **Risk Management:** Managing potential risks and opportunities in achieving the key actions outlined in the CEO Business Plan by adhering to the Corporate Risk Management Policy and reviewing the CEO Risk Register on a quarterly basis.



## 5.0 CEO Supporting Actions 2018-19

Corporate Priority	Key Office Actions
<p><b>Transform and modernise the Council, providing accessible as well as value for money services</b></p> <p><i>Establish the new Council as an efficient, effective and equitable organisation that people (employees and citizens) are proud of.</i></p>	<p><b>Community Planning</b> – Work with partners to lead the implementation of the Community Plan and deliver better outcomes for local people.</p> <p><b>Evidence and Research</b> – Develop a robust and reliable evidence base to underpin and inform future decision-making, policy development and service provision across the Council and the wider District.</p> <p><b>Performance and Improvement</b> – Lead the development and implementation of the Performance Improvement Plan, ensure performance information is used to drive service improvements and embed a performance improvement culture across the organisation.</p> <p><b>Transformation</b>– Develop and implement a business transformation programme to transform, modernise and improve the Council’s operations.</p> <p><b>Democratic Services</b> – Support the decision making and political governance structures of the Council.</p>

Corporate Priority	Transform and modernise the Council, providing accessible as well as value for money services
Service Areas	Community Planning and Performance Democratic Services
Senior Responsible Officers	Liam Hannaway: Chief Executive Johnny McBride: Assistant Director – Community Planning and Performance Eileen McParland: Democratic Services Manager
Community Planning Outcome(s)	n/a
Performance Improvement Objective(s)	n/a

	Key CEO Actions	Timescale
Transformation	Further develop a more detailed Target Operating Model and progress initial projects	Q3
	Develop and agree a business transformation programme with the Senior Management Team and Elected Members	Q3
	Work with internal stakeholders to implement a targeted Efficiency Plan for 2018-19	Q3



Performance and Improvement	Develop and consult on the performance improvement objectives, and publish the Performance Improvement Plan 2018-19	Q1
	Develop and adopt a Performance Improvement Policy, to mainstream and embed the Business Planning and Performance Management Framework	Q1 onwards
	Review and strengthen existing performance management arrangements and the effective use of performance information to drive continuous improvement across the organisation	Q1 onwards
	Complete and publish the Assessment of Performance 2017-18	Q2
	Facilitate the Improvement Audit and Assessment 2018-19 and implement the 'proposals for improvement' put forward by the Local Government Auditor	Q3
	Publish the Mid Year Assessment of the Performance Improvement Plan 2018-19	Q3
	Complete an outline business case for the procurement of a corporate Business Intelligence System	Q3
	Provide performance management training and capacity building for Elected Members and senior officers	Q3
	Commence the development of the 2019-20 performance improvement objectives, in line with the new Corporate Plan	Q3
Evidence and Research	Through a Citizen Profiling and Segmentation exercise, continue to analyse existing and emerging datasets	Q1 onwards
	Provide baseline evidence to support community planning activity and develop data sharing agreements with partner organisations	Q1 onwards
	Complete a Household Survey to gather baseline data in relation to resident priorities and satisfaction levels with key services	Q2
	Complete a series of DEA workshops to disseminate the updated Multiple Deprivation Measures throughout the District	Q3
	Develop proposals to provide an efficient and effective GIS service which meets the needs of the organisation	Q3
	Conduct an Elected Member survey to gauge perceptions around future corporate priorities	Q3
	Work with Legal Services to develop governance arrangements for the use of data to support business intelligence	Q4

Community Planning	Work with partners to implement the Community Plan and Thematic Delivery Plans, and develop systems to monitor progress effectively	Q3
	Strengthen stakeholder engagement and participation in the process of community planning, taking into account the needs of marginalised groups	Q3
	Review the governance arrangements and operating protocols for the Partnership Board and Thematic Delivery Groups	Q3
	Agree future arrangements to strengthen the role of the Stakeholder Forum and other engagement structures in supporting the delivery of the Community Plan	Q3
	Identify and support 'participatory budgeting' pilot programmes within the District	Q3
	Publish the biennial report to outline progress in implementing the Community Plan	Q4
Democratic Services	Prepare for the Local Government Election in June 2019	Q1 onwards
	Continue to provide training, capacity building and ongoing support for Elected Members in fulfilling their roles and responsibilities	Q1 onwards
	Routinely review and update the Council's Constitution	Q1 onwards
	Support the Chairperson and Vice Chairperson in carrying out their role(s) as First Citizen(s)	Q1 onwards
	Continue to provide administrative and governance support to the Council's decision-making structures	Q1 onwards

## 6.0 Performance

The CEO 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 CEO.

In addition to managing and monitoring financial and human resources, the following performance measures will be monitored during 2018-19:

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

The number of official events attended by the Chairperson/Vice Chairperson

## CEO Plans and Strategies

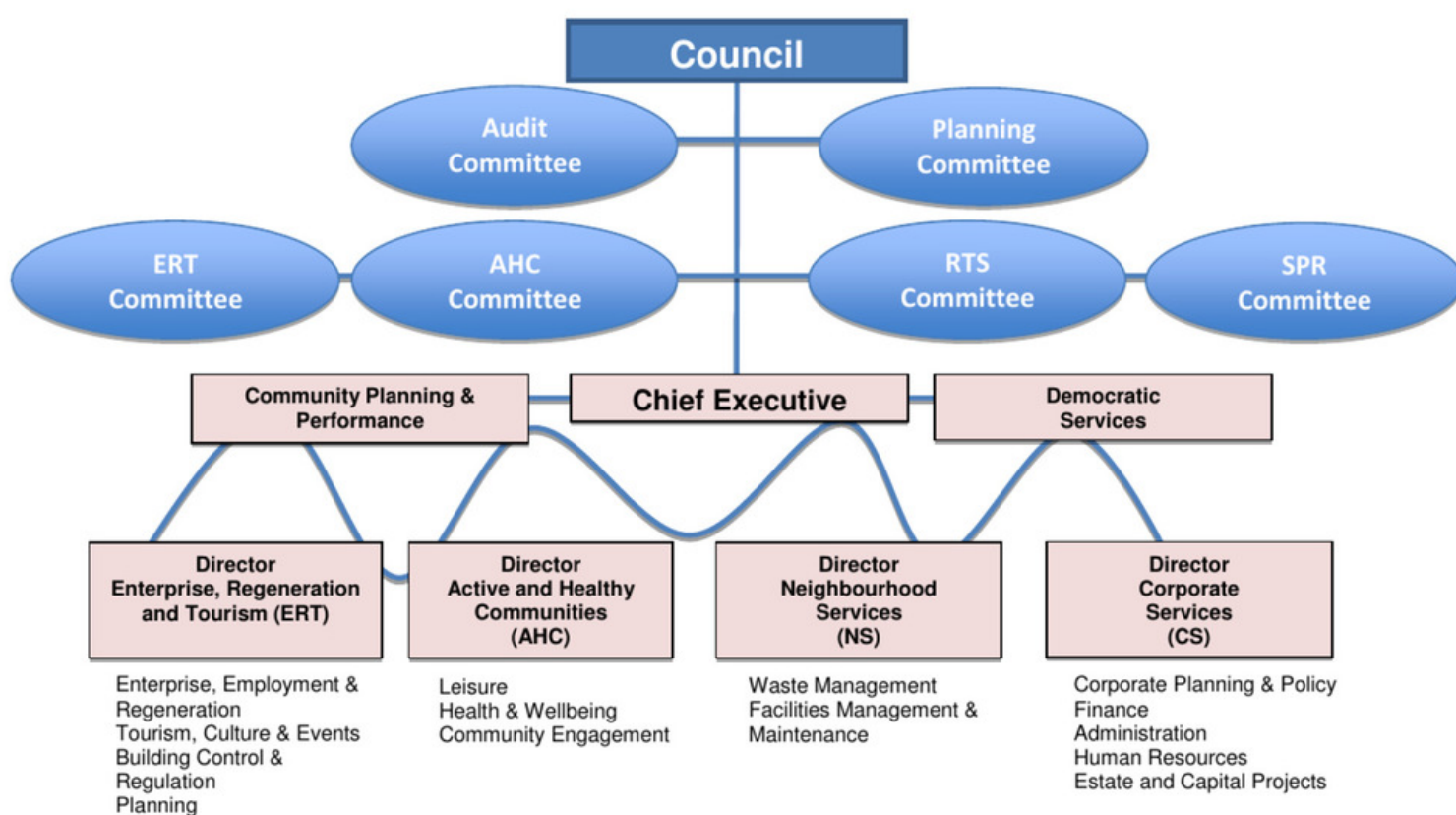
The CEO is responsible for leading the development, implementation and review of the following plans and strategies, which influence the work of the Office and Council:

- Community Plan
- Performance Improvement Plan
- Constitution

## 7.0 Organisation and Office Structure

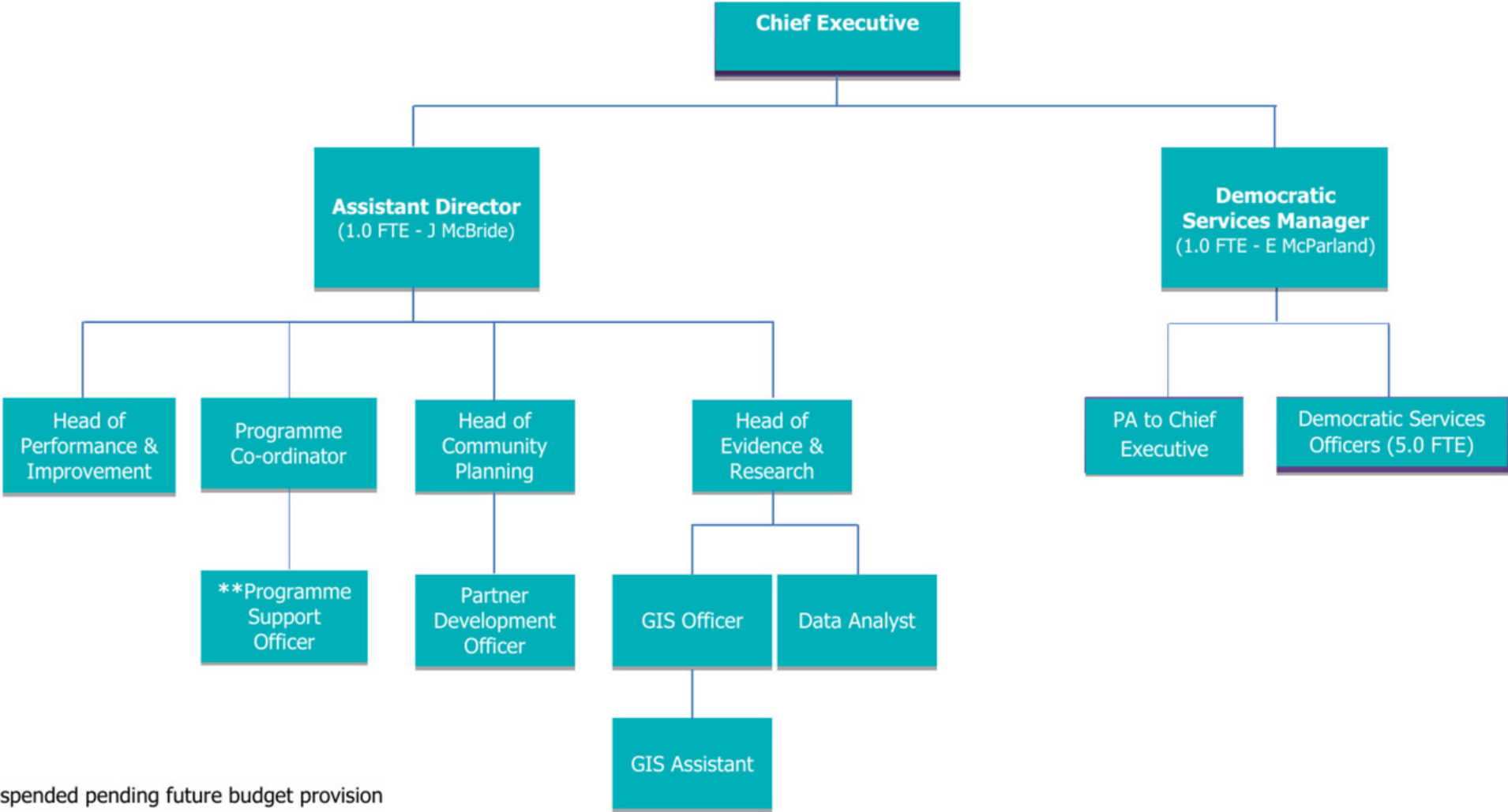
The CEO is one of five Departments, which together, comprise the management structure of the Council. The management structure of the Council is set-out in Figure 3 and the structure of the CEO is set out in Figure 4.

**Figure 3: Council Management Structure**





**Figure 4: Chief Executive's Office**



\*\*Suspended pending future budget provision

## 8.0 Financial Information

	Net estimated expenditure 2018-19
Community Planning and Performance	£571,722
Democratic Services	£1,785,625
TOTAL: Chief Executive's Office	£2,357,347

## 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 governance arrangements to develop, monitor and report the Council's progress in implementing the CEO Business Plan are set out in Figure 5, and are supplemented by regular reviews by the Chief Executive and his 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 CEO Business Plan
- Ratification of annual review of CEO 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 CEO Business Plan
- Consideration, scrutiny and approval of the annual review of CEO Business Plan

### Senior Management Team

- Development, consideration and approval of CEO Business Plan
- Development, consideration and approval of the annual review of CEO Business Plan

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

0300 013 2233 (Council)  
0300 200 7830 (Planning)  
[council@nmandd.org](mailto:council@nmandd.org)  
[www.newrymournedown.org](http://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

# Corporate Services Directorate

## Business Plan 2017-18

### Annual Review




## Introduction

This report provides an overview of the Council's progress in delivering the Corporate Services Business Plan 2017-18, across the following service areas:










- Administration
- Corporate Planning and Policy
- Estates and Capital Projects
- Finance
- Human Resources (including Safeguarding)
- Information Technology

Progress across the key supporting actions has been aligned to the relevant community planning outcomes, corporate priorities, performance improvement objectives and Directorate objectives. Performance has also been tracked against the targets set, using the legend below.





### Legend

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

## Progress at a glance





Supporting action	Status
Complete the implementation of the Register of Interests for staff, providing appropriate training on conflicts of interest	
Implement Year 1 – Planning and Early Adopter Phase – of the Business Support Model Project	
Implement Year 1 of the Irish Language Strategy 2017-18 in line with budget and timetable	
Develop a Digital Communications Strategy to support Corporate Communications	
Mainstream statutory duties and screening processes relating to Equality, Disability and Rural Needs Impact	
Ensure updated Emergency Planning protocols in place and staff adequately trained for each Council facility	
Develop a Land and Property Asset Strategy to effectively manage Council's estate	
Implement Year 1 of the IT Transformation Programme in line with budget and timetable	
Review structures within the current finance system to enable production of timely and robust management accounting information to enable more	



budget scrutiny by budget holders	
Introduce a Procurement Manual and Quick Guide incorporating a standardised suite of documentation, with appropriate training	
Introduce updated fraud and whistleblowing policies and provide fraud and whistleblowing training	
Continue implementation of organisation design: Conclude Tier 4 and Tier 5 appointments process	
Implement Safeguarding policy and procedures and provide training to staff	






## Administration

<b>Corporate Priority</b>	Transform and modernise the Council, providing accessible as well as value for money services
<b>Directorate Objective</b>	Comprehensively review existing models of delivery to identify more efficient ways of doing business

Supporting action	Timetable	Status	Explanatory note
Complete the implementation of the Register of Interests for staff, providing appropriate training on conflicts of interest	November 2017		Completed to Heads of Service level. Currently identifying other mandatory staff. Training completed.
Establish an Information Governance Unit, review the Council's policy framework in this area and provide training to staff and elected members to ensure legislative compliance	November 2017		A second recruitment exercise currently on-going. Some training provided with further training planned for 2018-19.
Develop and implement a General Data Protection Regulation (GDPR) Compliance Programme to ensure the Council is on target to be compliant with the new GDPR by 25 May 2018	March 2018		Lack of resource and policy guidance and direction from ICO in this area has made significant progress difficult. Data audit to be undertaken in April 2018 to produce a gap analysis of what is required to ensure compliance.
Implement Year 1 – Planning and Early Adopter Phase – of the Business Support Model Project	March 2018		Project Team established. First phase scoping completed and project timetable developed.

## Corporate Planning and Policy

<b>Corporate Priorities</b>	Become one of the premier tourist destinations on the island of Ireland Transform and modernise the Council, providing accessible as well as value for money services
<b>Directorate Objectives</b>	Ensure the creation of a culturally diverse tourism destination Comprehensively review existing models of delivery to identify more efficient ways of doing business

Supporting action	Timetable	Status	Explanatory Note
Implement Year 1 of the Irish Language Strategy 2017-18 in line with budget and timetable	March 2018		Irish Language Strategy is being successfully delivered in line with timetable.
Develop a Digital Communications Strategy to support Corporate Communications	November 2017		A Digital Communications Strategy has been developed and will be presented to S P & R in May 2018.
Undertake an Audit of Inequalities and subsequent development of an action plan	February 2018		Audit of Inequalities completed and action plan developed. This will be presented to S P & R in April 2018.
Develop a Corporate Policy Toolkit	March 2018		Completed.
Mainstream statutory duties and screening processes relating to Equality, Disability and Rural Needs Impact	December 2017		This work is always on-going. Staff have received training in this area during 17-18.

## Estates and Capital Projects

<b>Corporate Priorities</b>	Protect our natural and built environment Transform and modernise the Council, providing accessible as well as value for money services
<b>Directorate Objectives</b>	Comprehensively review existing models of delivery to identify more efficient ways of doing business





Supporting action	Timetable	Status	Explanatory Note
Ensure updated Emergency Planning protocols in place and staff adequately trained for each Council facility	December 2017		Emergency planning training for building managers has been delivered in January 2018. This was part of a multi-agency workshop on emergency rest centres delivered by Southern Group EPCO.
Establishment of dedicated SHE Unit with responsibility for Emergency Planning to include planning for flood risk	September 2017		SHE unit manager and officer posts currently in progress, expected to be completed in April 2018. SHE assistants are



			being considered for inclusion in the review of administration and posts cannot be filled until this exercise has been completed.
Develop a Land and Property Asset Strategy to effectively manage Council's estate	December 2017		Work on-going in line with timetable. Estates Asset Management Policy has been developed and approved by Council. Work is underway to complete the asset register and asset condition surveys in Newry DEA.

## Finance






<b>Corporate Priority</b>	Transform and modernise the Council, providing accessible as well as value for money services
<b>Directorate Objectives</b>	Develop a strategic financial plan to meet the capital and revenue needs of the Council Comprehensively review existing models of delivery to identify more efficient ways of doing business

Supporting action	Timetable	Status	Explanatory note
Review structures within the current finance system to enable production of timely and robust management accounting information to enable more budget scrutiny by budget holders	March 2018		Management accounts satisfactory and now timely and scrutinised quarterly by Strategic Policy and Resources Committee.
Review current debt collection arrangements and design and implement a standardised debt recovery operating model, providing training to relevant staff	November 2017		An add on debt collection facility called "collect" was added to the SUN financial system during the year.
Introduce updated fraud and whistleblowing policies and provide fraud and whistleblowing training	May 2017 November 2017		New Fraud and Whistleblowing Policies approved by Council and training provided to 585 employees.
Introduce a Procurement Manual and Quick Guide incorporating a standardised suite of documentation, with appropriate training	March 2018		Procurement Policy approved by Council and now more user friendly thereby negating need for Quick Guide. Training scheduled for staff in April 2018.



## Human Resources

<b>Corporate Priority</b>	Transform and modernise the Council, providing accessible as well as value for money services
<b>Directorate Objective</b>	Comprehensively review existing models of delivery to identify more efficient ways of doing business

Supporting action	Timetable	Status	Explanatory note
Continue implementation of organisation design: - Conclude Tier 4 and Tier 5 appointments process	December 2017	 	Tier 4 substantially concluded. Tier 5 in progress but delayed during 2017-18 in response to requests by TUS for further information on structures, as part of on-going consultation.
Enter into negotiations with recognised trade unions in respect of proposed key terms and conditions of employment	September 2017		Consultation commenced in respect of Refuse and Cleansing section. CMT Working Group established to focus on Terms & Conditions. Further work and analysis required, including cost modelling, during 2018-19.
Maintain Total % sickness absence at or below Group Average as measured by the ASPE Northern Ireland Performance Network	September 2017		APSE statistics unavailable for this period at present date. However, systems have been put in place to facilitate improved recording of sickness absence and enable closer monitoring to assist managers in managing attendance.
Continued review and update of key employment policies through on-going consultation with the recognised Trade Unions; providing training, support and communication to employees and line managers to support implementation	March 2018		Policies agreed at working group – for adoption: <ul style="list-style-type: none"> <li>• Discipline</li> <li>• Grievance</li> <li>• Mediation Resolution Procedure</li> </ul>



			Managing Attendance Policy agreed at working group.
			Consultation on Managing Attendance Procedure subject to further discussion @ LCNF.
Implement Safeguarding policy and procedures and provide training to staff	December 2017		Safeguarding Policy approved by Council and training commenced.

### Information Technology

<b>Corporate Priority</b>	Transform and modernise the Council, providing accessible as well as value for money services
<b>Directorate Objective</b>	Comprehensively review existing models of delivery to identify more efficient ways of doing business

Action	Timetable	Status	Explanatory Note
Implement Year 1 of the IT Transformation Programme in line with timetable and budget	March 2018		Timescales for some projects have slipped due to contractual complexities. Costs to date are in line with expectations.

### Measures of success

Service Area	Performance Measure	2017-18 target	2017-18 actual	Status	Explanatory Note
<b>Finance</b>	Pay 90% of invoices to suppliers within 30 days	90%	85.75% average		Quarterly performance during 2017-18 has been 87.41%, 88.20%, 81.64% and 85.75% . Actions to improve on-going.
<b>IT</b>	Increase the number of services available electronically	↑	↑		Services such as leisure booking systems and merchant payment services now moved online. Improved website

					functionality means access to services and information greatly improved.
<b>HR</b>	Maintain total % sickness absence at or below Group Average for NI District Councils	↔	—	😐	APSE statistics unavailable for this period at present date. However, systems have been put in place to facilitate improved recording of sickness absence and enable closer monitoring to assist managers in managing attendance.
<b>Marketing and Communications</b>	Reduce the cost of our advertising spend in this area through increased use of digital communications	↓	↓	😊	Advertising costs for 2017-18 currently under budget for the period.
<b>Administration</b>	Reduce the cost of administration across the organisation	↓	↓	😊	Administration costs for 2017-17 currently under budget for the period.

# Corporate Services

## Annual Business Plan 2018-19



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## 1.0 Introduction

- 1.1 The Corporate Services Directorate is a Department of Newry, Mourne & Down District Council which is responsible for supporting the organisation to achieve the strategic objectives as set out in the Corporate Plan. 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

## 2.0 Background and Context

- 2.1 The Corporate Services 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 priorities for the Council between 2015-19, and how it will contribute to achieving the community planning outcomes. The Performance Improvement Plan highlights the positive outcomes stakeholders can expect to see through the annual performance improvement objectives, which are clearly aligned to community planning outcomes and corporate priorities.
- 2.2 The Community Plan, Corporate Plan and Performance Improvement 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.

- 2.4 The Corporate Plan sets out in strategic terms what the Council intends to achieve over the lifetime of the Council (2015-19). In doing so, it guides our own activities and how we as a Directorate allocate the resources at our disposal.
- 2.5 Whilst the Corporate Plan focuses on issues which cut across the organisation and are strategic in nature, the Directorate Business Plan is more focused on the operational delivery of those issues, as well as those services which are provided on an on-going and continual basis.
- 2.6 This Plan describes how the Corporate Services Directorate's proposed actions and targets for the year 2018-19 complements those in the Corporate Plan by explicitly linking Directorate activity with the desired outcomes of the Corporate Plan. It is also the basis upon which the Directorate is managed by the Strategy Policy and Resources Committee and the Directorate Management Team (DMT).

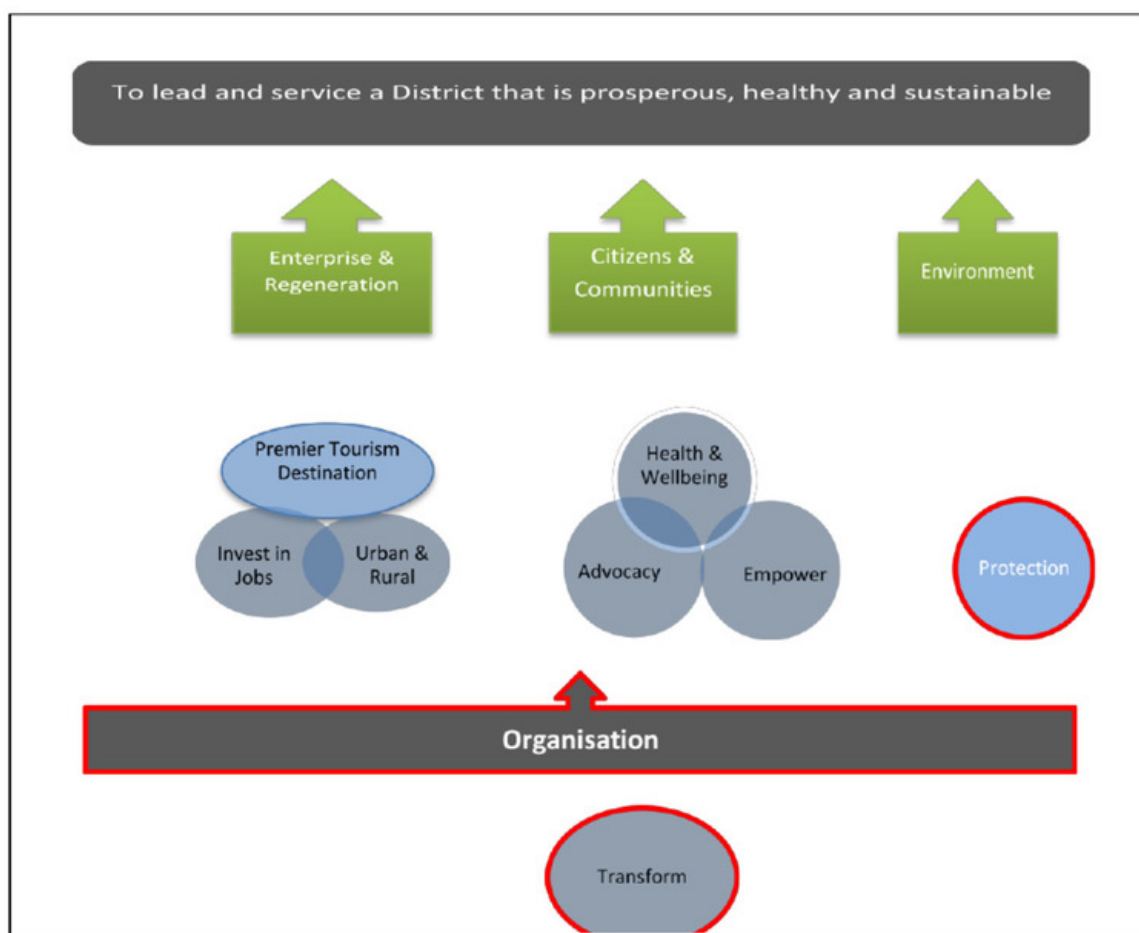
**Figure 1: Business Planning and Performance Management Framework**



The Corporate Services Business Plan provides an overview of the key operational activities for the coming year. These activities are explicitly linked to corporate priorities, and coupled with 'business as usual' service delivery, provide clear direction for all employees within the Office (Figure 2). 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 with corporate priorities**



## 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.
- 3.1.2 As a result, the bulk of Directorate activity is aligned with the Council's strategic objective: *"By 2019, we will have transformed and modernised the Council, providing accessible as well as value for money services"*.
- 3.1.3 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 2018-19) and 6.0 (Performance) of this Plan.

## 3.2 Values

3.2.1 The Directorate adheres to the Council's values which are outlined in the Corporate Plan 2015-19:

We Will Be	What This Means
Citizen Focused	We will actively encourage citizen and community engagement, as well as be a listening and responsive Council.
Accountable	We will make decisions based on an objective assessment of need and operate in a transparent way as well as openly report on our performance.
Collaborative	We will actively encourage and pursue working in partnership and at all levels to deliver for our District.
Sustainable	We will take into account the social, economic and environmental impacts of our decisions on current and future generations.
Fairness	We will proactively target actions at those who are marginalised in our community.

In accordance with the Section 75 requirements of the Northern Ireland Act (1998), the Corporate Services Directorate 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.

## 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.



## 5.0 Corporate Services Supporting Actions 2018-19

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<b>Corporate Priority</b>	Transform and modernise the Council, providing accessible as well as value for money services
<b>Service Areas</b>	Administration, Corporate Planning and Policy, Finance, Estates and Capital Projects, Human Resources, Information Technology.
<b>Senior Responsible Officers</b>	Alison Robb, Assistant Director - Administration Regina Mackin, Assistant Director - Corporate Planning and Policy Ken Montgomery, Assistant Director – Finance Conor Mallon, Assistant Director - Estates and Capital Projects Catrina Miskelly, Assistant Director - HR Gavin Ringland, Head of IT Department
<b>Community Planning Outcome(s)</b>	Supporting the achievement of all Corporate Planning outcomes.
<b>Performance Improvement Objective(s)</b>	Supporting the achievement of all Corporate Performance Improvement Objectives.

	<b>Key Corporate Services Actions</b>	<b>Timescale</b>
<b>Administration</b>	Undertake data audit to prepare for GDPR introduction.	May 2018
	Implement Data Audit Recommendations to ensure Council meets its obligations under GDPR	March 2019
	Provide GDPR training for all staff and elected members	Sept. 2018
	Undertake audit of records systems across Council	April 2018
	Commence annual Retention and Disposal Reviews across Council	Sept. 2018
	Develop and implement a Corporate Records Management Policy	Dec. 2018
	Provide training for all staff and elected members	Jan. 2019
	Progress Business Review Model with view to having structure agreed and implementation commenced	Dec. 2018
	Review and revise policies relating to Freedom of Information, Data Protection and the Environmental Information Regulations	June 2018
	Provide training for all staff and elected members	Dec. 2018



Corporate Planning and Policy	Progressing the inclusiveness of languages within Council through continued implementation of the Irish Language Strategy, together with: <ul style="list-style-type: none"> <li>- Developing an Irish Language Strategy for 2019-2023</li> <li>- Consideration of a Minority Languages Strategy</li> </ul>	March 2019 Dec. 2018
	Commence development of Corporate Plan 2019-2023	September 2018
Estates and Capital Projects	Develop and implement a standard approach to the governance and delivery of capital construction projects in accordance with Council Policies and best practice.	July 2018
	Deliver the Estates Asset strategy in accordance the Estates Asset Management Policy, ensuring: <ul style="list-style-type: none"> <li>- Completion of Estates mapping exercise</li> <li>- Agreeing action plan for all surplus assets identified</li> </ul>	Dec. 2018 March 2019
	Review Council's Health and Safety Organisational Arrangements as aligned to Health and Safety risk areas.	Dec. 2018
Finance	Continue to implement and monitor compliance with Procurement Policy and ensure staff are appropriately trained	March 2019
	Review of current financial infrastructure and processes	August 2018
	Complete Contracts Register and identify areas for efficiencies	October 2018
Human Resources	Organisation Design – Conclude processes for filling posts in the agreed new structures within organisation	December 2018
	Continue Terms & Conditions negotiations with TUS supported by financial position regarding affordability	December 2018
	Introduce revised procedures and other measures to effectively manage sickness absence within the organisation	August 2018
	Continue review of Council's safeguarding organisational arrangements and update procedures with a focus on key risk areas.	March 2019
	In conjunction with the Assistant Director: Community Planning and Performance, commence work to develop a performance culture for the organisation with a focus on development of staff and enhancing organisational performance.	March 2019
Information Technology	Continued implementation of IT Strategy in accordance with timetable and budget, with a strategic focus on: <ul style="list-style-type: none"> <li>- stabilisation of the IT environment</li> <li>- transformation agenda – progressing key projects within the IT Strategy aimed at transforming and modernising services.</li> </ul>	March 2019 March 2019

<b>Corporate Priority</b>	Protect our natural and built environment
<b>Service Areas</b>	Estates and Capital Projects (SHE Unit)
<b>Senior Responsible Officers</b>	Conor Mallon, Assistant Director - Estates and Capital Projects
<b>Estates and Capital Projects Outcome(s)</b>	Supporting the achievement of all Corporate Planning outcomes.
<b>Performance Improvement Objective(s)</b>	Supporting the achievement of all Performance Improvement Objectives.

	<b>Key Corporate Services Actions</b>	<b>Timescale</b>
<b>Estates and Capital Projects</b>	Review the council Emergency Plan and deliver training to SMT/CMT on the activation of the plan and roles and responsibilities during the emergency response and recovery phases.	August 2018

## 6.0 Performance

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.

In addition to managing and monitoring financial and human resources, the following performance measures will be monitored during 2018-19:

<b>Measures of Success</b>	
<b>Service Area</b>	<b>Performance Measure</b>
Administration	Increase % of responses to requests for information provided within statutory timeframe
Finance	Pay 90% of invoices to suppliers within 30 days
IT	Reduce the number of IT critical failures/down days due to increased stability of system
HR	Overall reduction of year on year Sickness Absence
Corporate Planning and Policy	Increase Facebook and Twitter engagement rates through planned interest based scheduled posts

### Corporate Services Plans and Strategies

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:

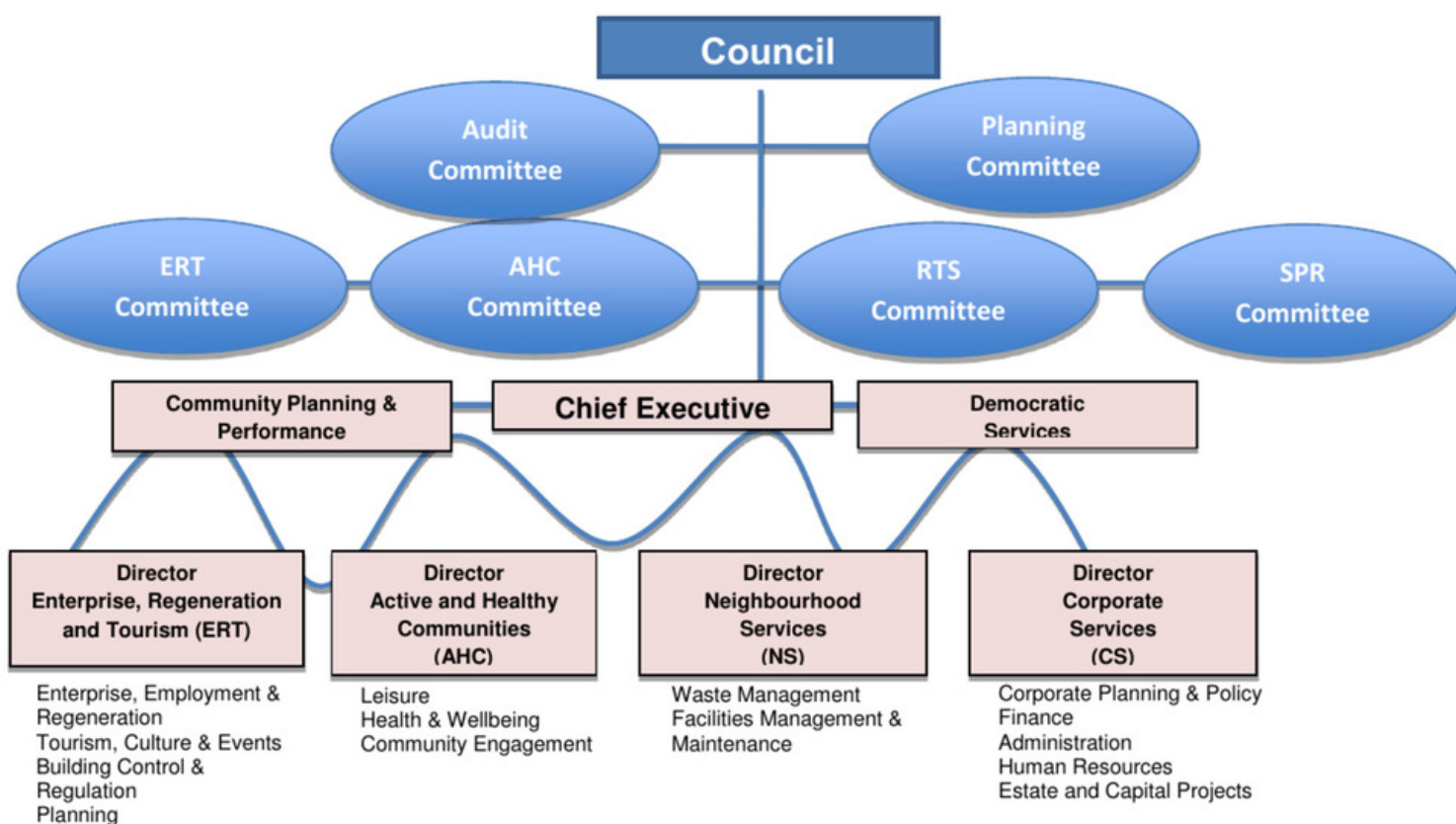
- Medium Term Financial Plan
- Treasury Management Strategy
- Irish Language Strategy
- Digital Communications Strategy
- Information Technology Strategy
- Estates and Asset Management Strategy
- Organisational Business Continuity Plan



## 7.0 Office Structure

Corporate Services is one of five Directorates, which together, comprise the Management structure of the Council. The management structure of the Council is set-out in Figure 3.

**Figure 3 - Council Management Structure**



## 8.0 Financial Information

	<b>Net estimated expenditure (2018-19)</b>
<b>Corporate Planning and Policy</b>	£520,702
<b>HR</b>	£958,609
<b>IT</b>	£295,996
<b>Finance</b>	£1,380,450
<b>Administration</b>	£937,970
<b>Estates and Capital Projects</b>	£545,387
<b>Corporate Services Directorate</b>	£147,418
<b>TOTAL: Corporate Services</b>	£4,786,533



## 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 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.

### **Full Council**

- Ratification of Corporate Services Business Plan
- Ratification of annual review 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 review of Corporate Services Business Plan

### **Senior Management Team**

- Development, consideration and approval of Corporate Services Business Plan
- Development, consideration and approval of the annual review of Corporate Services Business Plan

## Political Governance

### Strategy, Policy and Resources Committee and Audit Committee



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



0300 013 2233 (Council)  
0300 200 7830 (Planning)  
[council@nmandd.org](mailto:council@nmandd.org)  
[www.newrymournedown.org](http://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



<b>Report to:</b>	Strategy, Policy and Resources Committee
<b>Date of Meeting:</b>	12 April 2018
<b>Subject:</b>	Draft Equality Action Measures Plan 2018 -2020
<b>Reporting Officer:</b>	Regina Mackin, Assistant Director Corporate Planning & Policy
<b>Contact Officers:</b>	Colin Moffett, Head of Corporate Policy Suzanne Rice, Corporate Policy and Equality Officer

#### Decisions required:

The Strategy, Policy and Resources Committee is asked to consider and agree the draft Equality Action Measures Plan 2018 – 2020, followed by ratification at the 8 May 2018 monthly meeting of Council to allow the initiation of public consultation on the proposed action plan.

<b>1.0</b>	<b>Purpose and Background:</b>
1.1	<p>To fulfil its Section 75 statutory duties, the Council has developed an Equality Scheme which has been approved by the Equality Commission for Northern Ireland.</p> <p>It outlines corporate responsibilities, legal commitments and specific actions, and Council must provide an Annual Report on Progress to the Equality Commission for Northern Ireland by 31 August each year.</p> <p>As set out within section 2 of Council's Equality Scheme, Council is required to develop an action plan to promote equality of opportunity and good relations. This will enable Council to identify potential functional areas for further or better discharge of its Section 75 duties and inform its key strategic actions.</p> <p>The attached draft Equality Action Measures Plan 2018 – 2020 was presented to the Council's Corporate Management Team at its meeting on 14 February 2018 and considered by the Council's Senior Management Team on 13 March 2018.</p>
1.2	<p>The proposed equality action measures plan recommends key areas of activity and details positive actions relevant to Council functions. These have been developed taking account of specific commitments contained within Council's Equality Scheme, progress on which must be reported annually to the Equality Commission for Northern Ireland, an audit of inequalities and consideration of areas of Council work that may have an impact on certain Section 75 groups.</p> <p>The positive action measures have been set out under the five principles of the Equality and Diversity in Local Councils Framework:</p> <ul style="list-style-type: none"> <li>• <b>Principle 1:</b> Ensuring we work in a non-discriminatory environment, promote equality, and model best practice in equality and good relations</li> <li>• <b>Principle 2:</b> Ensuring all our decisions are based on evidence to assess the likely impact of a policy on the promotion of equality of opportunity and good relations</li> <li>• <b>Principle 3:</b> Providing access to services, facilities and information</li> <li>• <b>Principle 4:</b> Recruiting and employing people fairly</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Principle 5:</b> Responding to and learning from complaints and incidents in a positive and pro-active way</li> </ul>
<b>2.0</b>	<b>Key issues:</b>
2.1	<p>Council is required:</p> <ul style="list-style-type: none"> <li>• to seek input from stakeholders and consult on the draft equality action measures plan before it is sent to the Equality Commission for Northern Ireland;</li> <li>• to monitor progress on the delivery of our action measures annually and update the action plan as necessary to ensure that it remains effective and relevant to our functions and work;</li> <li>• to make the finalised action plan available on our website.</li> </ul>
<b>3.0</b>	<b>Recommendation:</b>
3.1	<p>The Strategy, Policy and Resources Committee is asked to consider and agree the draft Equality Action Measures Plan 2018 – 2020, followed by ratification at the 8 May 2018 monthly meeting of Council, to allow the initiation of public consultation on the proposed action plan.</p>
<b>4.0</b>	<b>Resource implications</b>
4.1	<p>The equality action measures plan designates specific responsibilities for the proposed positive action measures which therefore has potential to have an impact in terms of physical (time) and financial resources.</p>
<b>5.0</b>	<b>Equality and good relations implications:</b>
5.1	<p>As noted in section 1.1, to fulfil its Section 75 statutory duties, the Council has developed an Equality Scheme which outlines corporate responsibilities, legal commitments and specific actions, progress on which must be reported annually to the Equality Commission for Northern Ireland by 31 August each year.</p> <p>As set out within section 2 of Council's Equality Scheme, Council is required to develop an action plan to promote equality of opportunity and good relations. The proposed equality action measures plan will enable Council to identify potential functional areas for further or better discharge of its Section 75 duties and inform its key strategic actions.</p>
<b>6.0</b>	<b>Appendices</b>
	Appendix 1: Draft Equality Action Measures Plan 2018-2020

## Draft Equality Action Measures Plan 2018-2020

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Equality Action Plan					
Principle 1: Ensuring we work in a non – discriminatory environment, promote equality and model of best practice in equality and good relations					
Issue	Objective	Positive Action	Measure	Responsibility	Timeframe
Equality of Opportunity and Good Relations Statutory Duty Compliance	To continue to develop an understanding of the council's duty to promote Equality of Opportunity and Good Relations	Develop an Equality and Good Relations training programme for staff and elected members to embed an Equality and Good Relations culture and ethos across the organisation.	Number of training sessions/programmes delivered. Attendance figures of elected members participating in Equality and Good Relations training programmes	Corporate Services - Corporate Policy - Learning and Development	April 2018 - March 2020
		Examples of training programmes will include: - equality screening, - policy development, - cultural awareness, - Every Customer Counts, - Rural Needs, - Disability awareness.	Attendance figures of staff participating in Equality and Good Relations training programmes  Evaluation and feedback from staff and elected members		
		To integrate objectives and targets relating to	Council has considered all s75 categories in	Chief Executive Office / Corporate	Ongoing

## Draft Equality Action Measures Plan 2018-2020

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		the Section 75 statutory duties into Council's strategic and operational business plans.	the development of Corporate Strategic and Operational business plans.	Planning and Policy	
		To utilise the Equality and Good Relations Reference Group as a discussion forum for elected members to address contentious and sensitive issues	Number of meetings of the Councillors' Equality and Good Relations Reference Group held	Corporate Policy	Ongoing
		Information on Equality and Good Relations for new staff	Number of induction sessions held	Corporate Policy	Ongoing
		Implementation of the Council's Good Relation Action Plan with the District Electoral Area Forums as the delivery mechanism for council	<p>Number of participants in Good Relations funded programmes</p> <p>Quarterly and annual reports to The Executive Office</p> <p>Number of people accessing the services of the Ethnic Minority Support Centre</p>	Active and Healthy Communities	Ongoing

## Draft Equality Action Measures Plan 2018-2020

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Principle 2 Ensuring all our decisions are based on evidence to assess the likely impact of a policy on the promotion of equality and good relations					
Issue	Objective	Positive Action	Measure	Responsibility	Timeframe
Equality Screening	To ensure that all policies and procedures are equality screened, i.e. to assess the likely impact of the policy on the promotion of Equality of Opportunity and/or Good Relations	All current and new policies are screened before council approval and implementation	Quarterly policy screening reports tabled at SPR Committee  Annual report produced for Equality Commission NI  Reports uploaded to council website and forwarded to equality consultee listing	Relevant officers	Ongoing
		Training provided for staff on the policy screening process	Number of screening training sessions provided per year	Corporate Policy	March 2019
		To review Council's Policy Development Framework	Production of a Policy Development Guide	Corporate Policy	June 2018



## Draft Equality Action Measures Plan 2018-2020

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Effective Consultation	To embed Council's Consultation & Engagement Framework	Development of a Corporate Consultation and Engagement toolkit	Production of the toolkit	Corporate Planning and Policy	March 2018
		Provide training to employees on the Corporate Consultation and Engagement toolkit	Number of training sessions delivered  Number of staff in attendance at training	Corporate Planning and Policy	March 2019
		Develop a monitoring mechanism to record Corporate consultation	Number of consultations  Type of consultation	Chief Executive Office Corporate Policy	June 2018
		Review and update Equality consultee list annually		Corporate Policy	September (annually)

## Draft Equality Action Measures Plan 2018-2020

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Principle 3 Providing access to services, facilities and information					
Issue	Objective	Positive Action	Measure	Responsibility	Timescale
Monitoring	To have relevant Section 75 data available	Each service to introduce a system to gather relevant Section 75 data  Engagement between Corporate Policy officials and relevant directorates to identify gaps in monitoring information	Appropriate and relevant up to date data available to determine effectiveness of service provision	Corporate Policy / All Directorates	Ongoing
Access to information	Information on council services is accessible to all parts of the community	Production of a corporate 'Making Information Accessible' Guide for staff	Number of council publications available in a variety of formats  Number of requests for information in alternative formats	Corporate Policy	September 2018

## Draft Equality Action Measures Plan 2018-2020

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		'Making Information Accessible' training sessions to be delivered across Council	Number of Council officials participating in 'Making Information Accessible' training sessions	Corporate Policy	September - October 2018
		Develop the corporate website ensuring it meets all accessibility requirements	Availability of an accessible corporate website	Corporate Services - Corporate Communications and Marketing	November 2018
Access to services and facilities	Services and facilities are accessible all parts of the community	Review of council facilities to ensure they are accessible to all members of the community Council to sign up to the Equality Commissions 'Every Customer Counts' Charter	Percentage of Council owned facilities meeting the requirements of the 'Every Customer Counts' accessibility checklist	All Directorates	Ongoing

## Draft Equality Action Measures Plan 2018-2020

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		Investigate the possibility of extending the Shop Mobility scheme which currently operates in the Mournes DEA across other towns in the district	Numbers of people using service  Number of towns introducing the Shop Mobility Scheme	Economic Regeneration and Tourism Directorate / Active and Healthy Communities Directorate	
<b>Principle 4 Recruiting and employing people fairly</b>					
<b>Issue</b>	<b>Objective</b>	<b>Positive Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>Timescale</b>
Workforce diversity	To ensure that Council provides Equality of Opportunity to all in employment	Integration of Section 75 statutory duties within job descriptions		Corporate Services - HR	Ongoing
		Workforce monitoring related to Article 55 Reviews	Submission of three yearly Article 55 Report to ECNI	Corporate Services - HR	Ongoing / Submission of report every 3 years
		Engagement between Corporate Policy and HR to develop a Section 75 workforce profile and identify under representation	Relevant section 75 workforce data	Corporate Services – HR and Corporate Policy	September 2018



## Draft Equality Action Measures Plan 2018-2020

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		of Section 75 categories within workplace			
		Continue to facilitate requests for reasonable adjustments within the workplace	Number and type of requests for reasonable adjustments	All Directorates in conjunction with Health & Safety Section	Ongoing
<b>Principle 5 Responding to and learning from complaints and incidents in a positive and proactive way</b>					
<b>Issue</b>	<b>Objective</b>	<b>Positive Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>Timescale</b>
Support, advice, guidance and assistance	Complaints are addressed in a positive manner and realistic timeframe	Implementation of Council's Complaint Processes	Number of complaints	Corporate Services – Administration and Customer Services	Ongoing
			Number of Section 75 complaints	Corporate Policy	Annually
	To have a good and harmonious working environment.	To produce a corporate guide for council staff	Production of guide.	Corporate Services  All directorates to disseminate guide.	March 2019

<b>Report to:</b>	Strategy, Policy and Resources Committee
<b>Date of Meeting:</b>	12 April 2018
<b>Subject:</b>	Section 75 Policy Screening Report – Quarterly Report for period January – March 2018
<b>Reporting Officer (Including Job Title):</b>	Regina Mackin, Assistant Director Corporate Planning and Policy
<b>Contact Officer (Including Job Title):</b>	Colin Moffett, Head of Corporate Policy Suzanne Rice, Corporate Policy & Equality Officer

**Decisions required:**

Members are asked to note the contents of the report and to give consideration to agreement to the following:

- To note the Section 75 Policy Screening Report – Quarterly Report for period January – March 2018.

<b>1.0</b>	<b>Purpose and Background:</b>
1.1	<p>In line with Council's Section 75 statutory duties and commitments within our approved Equality Scheme, policy screening reports are published quarterly.</p> <p>The Quarterly Report for the period January – March 2018, including screening reports, is available on Council's website <a href="http://www.newrymournedown.org">www.newrymournedown.org</a>. This information has also been forwarded to all equality consultees.</p>
<b>2.0</b>	<b>Key issues:</b>
2.1	<p>As per the Council's approved Equality Scheme:</p> <ul style="list-style-type: none"> <li>• All policies Council proposes to adopt must be equality screened, prior to implementation, to assess the likely impact of the policy on the promotion of equality of opportunity and/or good relations.</li> <li>• Council must publish quarterly reports on equality screening which are available on Council's website and forwarded to equality scheme consultees.</li> </ul>
<b>3.0</b>	<b>Recommendations:</b>
3.1	To note the Section 75 Policy Screening Report – Quarterly Report for period January – March 2018.
<b>4.0</b>	<b>Resource implications</b>
4.1	No financial or resources implications are anticipated.
<b>5.0</b>	<b>Equality and good relations implications:</b>
5.1	<p>No equality and good relations implications are anticipated.</p> <p>Publishing quarterly reports, including screening reports, making them available on Council's website <a href="http://www.newrymournedown.org">www.newrymournedown.org</a>, and forwarding this information to all equality consultees is in accordance with the commitments contained within the Council's approved Equality Scheme.</p>
<b>6.0</b>	<b>Appendices</b>
	<ul style="list-style-type: none"> <li>• Section 75 Policy Screening Report – Quarterly Report for period January – March 2018.</li> </ul>

Newry, Mourne and Down District Council Section 75 Policy Screening Report  
Quarterly Report January – March 2018

<b>Policy Number</b>	<b>Policy</b>	<b>Details of policy</b>	<b>Screening Outcome</b>
159	Fleet Policy	<p>The aim of the policy is to ensure that all Council related driving activities are conducted in a manner that minimises risk to its employees and to the public.</p> <p>This Policy acknowledges that an efficiently managed Fleet operation will assist the Council in delivering services across the District.</p>	No EQIA considered necessary
	Request for Council to lead on the creation and placement of a statue representing Willie Maley	<p>The context is the consideration of a request from Willie Maley Celtic Supporters Club for Council to lead on the creation and placement of a statue representing the first Glasgow Celtic FC former player/manager and Secretary, Willie Maley who was born in Newry in 1868.</p> <p>By way of background, the legacy Newry and Mourne District Council had been working proactively with local, National Celtic FC Supporters Clubs alongside Glasgow Celtic FC to create and place a statue of Willie Maley within Newry City. Willie Maley was born in Newry in 1868 and went on to become a player and Glasgow Celtic's first manager/secretary which he held for 43 years winning 16 league championships and 14 Scottish Cups.</p> <p>The legacy Council had agreed to procure and fund the design and build of a statue. In 2013 Council agreed to place a budget of £20,000 within the 2014/15 rates. As a result of Review of Public Administration and Council Departmental restructuring this project</p>	No EQIA considered necessary

		<p>was not completed. The Willie Maley Celtic Supporters Club have now contacted this Council to ask if the new Council can reinstate the project with the aim of delivering on the legacy Council commitment.</p> <p>This will require consideration of possible locations, commissioning the design and build of a statue of Willie Maley and thereafter, seek and agree approvals from all relevant statutory bodies for the location and placement of the Willie Maley statue.</p> <p>At this stage of consideration, the outcome of screening is that the request for Council to lead on the creation and placement of a statue representing Willie Maley not be subject to an EQIA (with no mitigating measures required).</p> <p>This was the first stage of consideration, and it should be noted that the report being presented to the Active and Healthy Communities Committee on 19 February 2018 clearly stated that decision-making related to the design and placement of the Willie Maley statue will fall within the scope of the Council's Naming of Council Facilities Policy should Council be minded to erect the proposed statue on Council owned property. This would require further consideration of the impact of any such decision and the preparation of an updated equality screening relevant to this proposed course of action.</p>	
	Newry, Mourne and Down District Council's draft Performance Improvement Objectives 2018-19	<p>The screening relates to a revised policy. The following five performance improvement objectives have been drafted, all of which are clearly linked to the Community and Corporate Plans for the District.</p> <p>1. Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities</p>	No EQIA considered necessary



		<p>2. Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination</p> <p>3. Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in</p> <p>4. Create a cleaner, greener, more attractive District</p> <p>5. Encourage and empower local communities to participate in Council engagement structures and initiatives</p>	
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