



November 13th, 2019

Notice Of Meeting

You are requested to attend the meeting to be held on **Thursday, 12th September 2019** at **6:00 pm** in **Mourne Room, Civic Centre Downpatrick**

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

Chair: Councillor M Savage

Vice Chair: Councillor A McMurray

Members:

Councillor R Burgess

Councillor P Byrne

Councillor S Doran

Councillor H Gallagher

Councillor O Hanlon

Councillor R Howell

Councillor A Lewis

Councillor C Mason

Councillor R Mulgrew

Councillor B Ó Muirí

Councillor G Sharvin

Councillor J Tinnelly

Councillor W Walker

Agenda

1.0 Apologies and Chairperson's Remarks

2.0 Declarations of Interest

3.0 Action Sheet arising from SPR Committee Meeting held on 14 August 2019

 *SPR-Action Sheet August 19.pdf*

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Community Planning and Performance

4.0 Assessment of Performance 2018-19

 *SPR Cover Report Assessment of Performance 2018-19.pdf*

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 *Appendix 1 Assessment of Performance 2018-19.pdf*

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 *Appendix 2 Our Performance Looking Back Going Forward.pdf*

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Corporate Services

5.0 Draft Records Management Policy and Procedure

 *SPR Report 2019 09 12.pdf*

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 *Draft Records Management Policy V-0.3.docx*

Page 120

 *Draft Records Management Procedure V-0.3.pdf*

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6.0 Licence Agreement with Mourne Stimulus – additional facilities at Council Road, Kilkeel

 *ReportMourneStimulusSPR12092019.pdf*

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7.0 Initiatives Re. Recording Committee and Council Meetings

 *Initiatives re. recording Committee and Council Meetings.pdf*

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8.0 Acquisition of strip of lands at Irish Street, Downpatrick


 *Acquisition of land at Irish Street Downpatrick.pdf*


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 *Map - Irish Street Downpatrick.pdf*

Page 171

9.0 Alleged public right of way between Corcreechy Road and Traymount Burial Ground, Newry

-  *Alleged public right of way between Corcreechy Road and Traymount Buri ... y.pdf* Page 172

-  *Assertion Statement.pdf* Page 174

-  *Corcreechy Road to Traymount Burial Ground (002).jpg* Page 176


10.0 Purchase of strip of land at Lismore Park, Crossmaglen


-  *Rectification at Lismore Park Crossmaglen.pdf* Page 177


-  *Map - Rectification at Lismore Park Crossmaglen.pdf* Page 179

For Noting

11.0 Performance Improvement Assessment 2019 - Audit Work Programme

-  *SPR Cover Report Performance Improvement Work Programme.pdf* Page 180

-  *Appendix 1 NIAO Correspondence to Liam Hannaway 29 8 19.pdf* Page 182

-  *Appendix 2 Performance Improvement Assessment Programme 2019.pdf* Page 183

12.0 Brexit Risk Register

-  *Brexit Planning.pdf* Page 185

-  *Copy of Appendix 1 NMDDC Brexit Risk Register.pdf* Page 187

13.0 Correspondence dated 11.09.2019 - Rate Support Grant (RSG) Overpayment

-  *PSC 0994.19 - Letter to Liam Hannaway.pdf* Page 189

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

14.0 Albert Basin Task and Finish Action Sheet dated 13 August 2019

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

15.0 Albert Basin Task & Finish Group – Revised 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. The public may, by resolution, be excluded during this item of business

 *Albert Basin Task and Finsh Working Group Report September 2019 (002).pdf*


Not included

 *Appendix 1 - Terms of Reference for Albert Basin Park Working Group. - ...).pdf*

Not included

 *Appendix 2 - Recommended Changes to Albert Basin TF WG ToRs.pdf*

Not included

 *Appendix 3 - Flow Chart.pdf*

Not included

16.0 Lease of lands at former land-fill site at Newry Road, Newtownhamilton

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

 *Lease of former Land-fill site in Newtownhamilton.pdf*

Not included

 *Newtownhamilton former refuse site.pdf*

Not included

 *HRC - Newtownhamilton.pdf*

Not included

17.0 Option to purchase lands at Dundalk Road, Newtownhamilton

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

 *Option to purchase lands at Dundalk Road Newtownhamilton.pdf*

Not included

 *Map - Option to purchase lands at Dundalk Road.pdf*

Not included

18.0 Disposal of Surplus Assets

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

📄 *Report to SPR September 19 - Disposal of Assets.pdf*

Not included

19.0 Corry Square

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

📄 *Corry Sq Carpark.pdf*

Not included

📄 *Appendix A - Drg Nr 01.pdf*

Not included

📄 *Appendix B - Matt D'Arcy Expression of Interest.pdf*

Not included

20.0 Review of AONB Structure

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

📄 *AONB Structure 10 Sept 19 final.pdf*

Not included

📄 *Appendix 1.pdf*

Not included

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

21.0 D1 process – Raymond McCreesh Pk

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

📄 *SPR - September 2019 - D1 Process - McCreesh Park (003).pdf*

Not included

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

22.0 Appointment of Chief Executive

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

 **Report to SPRC 120919.pdf**

Not included

Invitees

Cllr Terry Andrews

Cllr Gregory Bain

Mr Alan Beggs

Cllr Patrick Brown

Cllr Robert Burgess

Cllr Pete Byrne

Mrs Dorinnia Carville

Cllr charlie casey

Cllr William Clarke

Edel Cosgrove

Cllr Dermot Curran

Cllr Laura Devlin

Mr Eoin Devlin

Ms Louise Dillon

Cllr Sean Doran

Cllr Cadogan Enright

Cllr Hugh Gallagher

Cllr Mark Gibbons

Mr Kieran Gordon

Cllr Oonagh Hanlon

Cllr Glyn Hanna

Mr Liam Hannaway

Cllr Valerie Harte

Cllr Harry Harvey

Mr Conor Haughey

Cllr Terry Hearty

Mrs Janine Hillen

Cllr Roisin Howell

Mr Colum Jackson

Miss Veronica Keegan

Cllr Liz Kimmins

Cllr Mickey Larkin

Cllr Alan Lewis

Mr Michael Lipsett

Mrs Regina Mackin

Cllr Oonagh Magennis

Mr Conor Mallon

Cllr Gavin Malone

Cllr Cathy Mason

Mr Johnny Mc Bride

Colette McAteer

Cllr Declan McAteer

Cllr Leeanne McEvoy
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Jonathan McGilly
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Cllr Harold McKee
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Patricia McKeever
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Cllr Karen McKevitt
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Catrina Miskelly
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Mr Colin Moffett
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Mr Ken Montgomery
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Mr Roland Moore
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Ms Carmel Morgan
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Cllr Roisin Mulgrew
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Cllr Barra Ó Muirí
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Linda O'Hare
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Cllr Gerry O'Hare
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Mr Andy Patterson
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Cllr Henry Reilly
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Ms Alison Robb
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Cllr Michael Ruane
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Cllr Michael Savage
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Mr Kevin Scullion
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Cllr Gareth Sharvin
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Donna Starkey
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Cllr Gary Stokes
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Sarah Taggart
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Cllr David Taylor
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Cllr Jarlath Tinnelly
.....
Cllr John Trainor
.....
Central Support Unit
.....
Cllr William Walker
.....
Mrs Marie Ward
.....

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 NOVEMBER 2018 – ITEMS STILL IN PROGRESS OR ON-GOING.

SPR/149/2018	Presentation from Department for Communities	It was agreed that officers would draw up a policy statement on submission of proposals to the Department and this to be brought back to a future Committee Meeting for Members' consideration.	F O'Connor	Following the meeting clarification was requested from DFI on any proposed changes to Departmental policy in this area. A response was received from DFI on 04/01/19 indicating that "The Department is currently considering the matter of the review of the disposal of council lands policy." This matter will be kept under review and the Committee updated when progress is indicated.	N
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**ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 13 JUNE 2019 –
ITEMS STILL IN PROGRESS OR ON-GOING**

SPR/069/2019	Community Planning – Governance Structures	<p>It was agreed that Council approve the following structure for Community Plan Partnership moving forward and recommend it to the CPP in June.</p> <ol style="list-style-type: none"> 1. Thematic group for Lifelong Health and wellbeing continue to meet and progress actions around Mental Health, Transforming Health and preventing disease, Participatory budgeting, Community support partnerships and Holiday hunger 2. Thematic group for Sustainable Environment continue to meet to progress actions around housing, asset mapping and congestion 3. PCSP and its agreed action plan be the vehicle to deliver safer communities outcomes and CPP be updated on progress at each CPP meeting (which meets 3 times per annum) 4. Economic/Skills Forum and Tourism Forum and their related plans be the vehicle to deliver actions on Economic regeneration and CPP be updated on progress at each CPP meeting (which meets 3 times per annum) 	J McGilly	In progress	N
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ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 14 AUGUST 2019

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/095/2019	Action Sheet of SPR Meeting held on 13 June 2019	It was agreed that the Action Sheet be noted and actions removed as Marked.	D Services	Noted	Y
SPR/096/2019	Action Sheet of Strategic Partnership Working Group Committee Meeting held on 20 June 2019 & 31 July 2019	It was agreed that the Action Sheet of 20 June 2019 & 31 July 2019, be noted, and actions removed as marked. It was also agreed that a date for a meeting with the consultants be arranged as soon as possible.	D Carville/ M Ward	Noted	Y
SPR/097/2019	New Civic Centre/Public Realm/Theatre and Conference Facilities	<ol style="list-style-type: none"> 1) It was agreed to note the contents of the report and to approve the recommendation that Abbey Way site is selected as the location for the Civic Hub and associated public realm works. 2) It was unanimously agreed to note the contents of the report and to approve the proposals for Public Realm are further developed and tested by the Integrated Consultant Team in terms of their feasibility, including consultation through a series of stakeholder engagement sessions during Autumn 2019. 3) It was agreed to note the contents of the report and approve the recommendation to proceed with option 2, comprising demolition of the Sean Hollywood Arts Centre and complete new build, which has been recommended by the Integrated Consultant Teams RIBA Stage 1 report as the basis for ongoing design development. 4) It was agreed to note the contents of the report and to approve the investigation of RIBA Stage 1 design Options are reliant on either the partial or total demolition of the existing Sean Hollywood Arts Centre. 	A Grimshaw	Noted	Y

SPR/098/2019	Development Trust NI Public Social Partnership Project	It was agreed that Council nominate through Party Rep's, 2 No elected members to sit on the steering group for the 2 year term of project.	J McGilly	Noted. Referred to Party Reps.	Y
SPR/099/2019	Recruitment & Appointment of Independent Members to the Policing & Community Safety Partnership (PCSP)	It was agreed that the Committee: 1. Note the report. 2. Agree to nominate a panel pf up to four political Members of the PCSP to participate in the recruitment and selection of new Independent Members of the PCSP. 3. Agree to nominate 1-2 reserve panel Members who, where possible, should also be political Members of the PCSP. 4. Agree the Chair of the panel from the nominated Members.	M Flynn	Noted	Y
SPR/100/2019	Revised Terms of Reference for Councillor's Equality & Good Relations Reference Group for period 2019-2023	It was agreed that Council agree to the revised Terms of Reference for the Councillors' Equality and Good Relations Reference Group with specific reference to membership.	L Hannaway/ C Moffett	Noted	Y
SPR/101/2019	Presentation of 2020 Annual Report/NMD Connect	It was agreed that the Council continues to publish the Annual Report/NMD Connect as one document, with versions in Irish and English published on the website and supported by a limited print run. This strategy has the advantage of ensuring the widest distribution across the district as well as ensuring value for money. The strategy will be supported by a marketing campaign.	V Keegan/ R Mackin	Noted	Y

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/102/2019	Acquisition of Land at Greenfield Steps. Ardglass	It was agreed that Council proceed based on recommended valuation and complete the necessary legal formalities in relation to this acquisition.	A Robb	Noted	Y
SPR/103/2019	Section 75 Policy Screening Report – Quarterly Report for period April – June 2019	It was agreed to note the contents of the report.	C Moffett	Noted	Y
SPR/104/2019	Social Medias for DEA'S	It was agreed to bring this item back to the Active and Healthy Committee for further discussion.	D Services/M Lipsett	Noted – Referred to AHC	Y

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

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/105/2019	NI Public Services Ombudsman	It was agreed to note the contents of the officer's report and approve the recommendations as set out in 3.1 of the report.	A McKay	Noted	Y
SPR/106/2019	Management Accounts	It was agreed to note the Management Accounts to 30 June 2019.	K Montgomery	Noted	Y

SPR/107/2019	Update on Chief Executive Handover Arrangements	It was agreed to note the verbal update on the Chief Executive.	D Services	Noted	Y

END

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	12 September 2019
Subject:	Assessment of Performance 2018-19
Reporting Officer (Including Job Title):	Johnny McBride – Assistant Director, Community Planning and Performance
Contact Officer (Including Job Title):	Kate Bingham – Head of Performance and Improvement

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

For decision	X	For noting only	
1.0			Purpose and Background
1.1			<p>Part 12 of the Local Government Act (NI) 2014 requires District Councils to put in place arrangements to secure continuous improvement in the exercise of their functions. Through the Act, the Council has a statutory requirement to produce and publish an Assessment of Performance before 30 September each year. The Assessment of Performance must outline the Council's progress in relation to the General Duty of Improvement, as well as planned improvements against the previous year's:</p> <ul style="list-style-type: none"> • Performance improvement objectives • Statutory performance indicators and standards for economic development, planning and waste management • Self imposed performance indicators and standards <p>The retrospective Assessment of Performance 2018-19 forms a key part of the Performance Audit and Assessment which is currently being carried out by the Northern Ireland Audit Office (NIAO).</p>
2.0			Key issues
2.1			<p>The Assessment of Performance 2018-19 is attached at Appendix 1 and provides an overview of the Council's progress in:</p> <ul style="list-style-type: none"> • Meeting the General Duty of Improvement • Delivering the performance improvement objectives 2018-19 • Meeting the statutory performance indicators and standards for economic development, planning and waste management • Delivering the 'supporting actions' and 'measures of success' within the Corporate Plan 2015-19 <p>Where possible, performance has been tracked against set targets, trends over time and compared with other local authorities across Northern Ireland. Progress has also been aligned to the outcomes within the Community Plan for Newry, Mourne and Down and reported accordingly throughout the Assessment of Performance.</p>

2.2	<p>The Assessment of Performance 2018-19 has been supplemented by the summary document 'Our Performance Looking Back Going Forward'. This user friendly document is attached at Appendix 2 and will be publicised through the Council's website and social media channels. Copies will also be printed for circulation to stakeholders and placed at public receptions, and will be available to download in Irish through the Council's website.</p>
2.3	<p>In line with the guidance issued by the NIAO, 'Performance Management for Outcomes', corporate performance scorecards have been developed for the following outcomes within the Performance Improvement Plan 2018-19:</p> <ul style="list-style-type: none"> • The Council meets landfill and recycling targets • The Council provides a more efficient and effective Planning Service • Community groups receive financial support towards meeting their objectives and delivering projects across a range of theme • The local community benefits from an increase in business starts, the growth of local businesses and support for local enterprises • Improved and accessible provision of indoor and outdoor sport, leisure and recreational fitness activities <p>These performance scorecards provide a new way to present, analyse, monitor and report performance information, using the 'outcomes based approach' which focuses on:</p> <ul style="list-style-type: none"> • How much has been done • How well it has been done • Whether anyone is better off <p>This approach is gaining increased momentum across the statutory sector in Northern Ireland, and could potentially be used to monitor and report additional outcomes within the Performance Improvement Plan, in future years.</p>
2.2	<p>There is a statutory requirement to publish the Assessment of Performance 2018-19 on the Council's website by 30 September 2019. The Assessment of Performance will form a key part of the Performance Audit and Assessment which is currently being carried out by the NIAO, and focuses on the following six themes, using a compliance based approach:</p> <ul style="list-style-type: none"> • General duty to improve • Improvement objectives • Consultation on improvement duties • The Improvement Plan • Collection of information relating to performance • Use and publication of performance information <p>Through the Performance Audit and Assessment, the NIAO will determine how effective and robust the Council's performance management arrangements are, as well as the Council's likelihood to comply with the duty to make arrangements to secure continuous improvement in future years.</p>
3.0	Recommendations
3.1	<p>To consider and agree:</p> <ul style="list-style-type: none"> • The Assessment of Performance 2018-19

	<ul style="list-style-type: none"> • The summary document 'Our Performance Looking Back, Going Forward' • The publication of the Assessment of Performance by 30 September 2019, before full Council ratification, in order to meet the statutory deadline
4.0	Resource implications
4.1	The cost of the design and print of the summary document 'Our Performance Looking Back Going Forward' is £1,229.00 and is funded through the existing budget.
5.0	Equality and good relations implications
5.1	There are no equality and good relations implications contained within this report.
6.0	Rural Proofing implications
6.1	There are no rural proofing implications contained within this report.
7.0	Appendices
	Appendix 1: Assessment of Performance 2018-19 Appendix 2: Our Performance Looking Back Going Forward
8.0	Background Documents
	<ul style="list-style-type: none"> • Local Government Act (NI) 2014 (Part 12) • Performance Improvement Plan 2018-19 • Corporate Plan 2015-19

Newry, Mourne and Down District Council

Assessment of Performance 2018-19

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Overall Assessment of Performance 2018-19

The first term of Newry, Mourne and Down District Council has now come to an end, and whilst a lot has been achieved, there is still much to do. The Council has continued to strengthen its arrangements to secure continuous improvement in the exercise of functions and has made significant progress in delivering the Corporate Plan 2015-19 and annual Performance Improvement Plans.

Newry Leisure Centre opened in November 2017, followed by Down Leisure Centre in November 2018, providing state of the art facilities for customers. Since 2015-16, overall attendances at Council leisure facilities increased by 23%, including a 20% increase at Newry Leisure Centre over the past two years.

The Council performed well against the statutory performance indicators and standards for economic development and waste management. During 2018-19, we promoted 184 new jobs through business start up activity, exceeding our target by 19%. The rate of recycling also increased by 5.1% to 51.2%, exceeding the statutory target of 50% by 2020.

However, we recognise where we need to improve. Since 2015, planning has been a key priority for improvement, and whilst the statutory standards for processing major and local planning applications and enforcement cases have not been achieved, the Council remains committed to delivering an efficient and effective planning service to customers.

The Council also continues to embed the Business Planning and Performance Management Framework across the organisation, by aligning the planning, monitoring and reporting cycles for the Community Plan, Corporate Plan, Performance Improvement Plan and Directorate Business Plans. We have supported Elected Members in discharging their performance management responsibilities and continue to use baseline performance information to identify and deliver improvements, all of which will help facilitate the development of a performance improvement culture across the organisation.

Recognising our achievements and identifying areas for improvement provide a sustainable platform to deliver high quality, innovative public services, now and in the future. Through our new Corporate Plan 2019-23 and Performance Improvement Plan 2019-20, the Council will continue to improve the quality of life and environment for all local communities.

Introduction

Part 12 of the Local Government (NI) Act 2014 sets out a General Duty of Improvement for local government, whereby all District Councils must put in place arrangements to secure continuous improvement in the exercise of their functions. As part of the Act, District Councils are required to:

- Produce and publish an annual Performance Improvement Plan, setting out the performance improvement objectives, which should be aligned to the Community Plan.
- Produce and publish an annual Assessment of Performance, outlining the arrangements to secure continuous improvement, demonstrating whether planned improvements have been achieved, analysing year on year performance trends and comparisons with the performance of other Councils, where possible.

The Assessment of Performance 2018-19 provides an overview of Newry, Mourne and Down District Council's progress in delivering the following:

General Duty of Improvement

As set out in the Local Government (NI) Act 2014

Performance Improvement Objectives

As set out in the Performance Improvement Plan 2018-19:

1. Encourage healthy lifestyles through increased participation in leisure, sports and recreational activities
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
3. Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in
4. Create a cleaner, greener, more attractive District
5. Encourage and empower local communities to participate in Council engagement structures

Statutory Performance Indicators and Standards

As set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 and Performance Improvement Plan 2018-19:

- The number of jobs promoted through business start-up activity
- The average processing time of major planning applications
- The average processing time of local planning applications
- The percentage of planning enforcement cases processed within 39 weeks
- The percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse)
- The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled


- The amount (tonnage) of Local Authority Collected Municipal Waste arisings

Self Imposed Performance Indicators

As set out in the Corporate Plan 2015-19:

Corporate Priority	Measure of Success
Become one of the premier tourist destinations on the island of Ireland	Increased number of visitors
	Increased dwell time of visitors
	Increased visitor spend
Attract investment and support the creation of new jobs	Increased number of new businesses started
	Increased levels of employment
	Major planning applications processed within 30 weeks
Support improved health and wellbeing outcomes	Two leisure centres constructed and operational
	Increase in the number of people using Council leisure facilities
Protect our natural and built environment	Level of waste to landfill – zero waste to landfill across the District
	Completion of flood defences at Camlough Lake
	70% of planning enforcement cases processed within 39 weeks
Lead the regeneration of urban and rural areas	Increased number of new jobs and businesses created in rural areas
Advocate on your behalf, specifically in relation to those issues that really matter to you	Increased broadband and mobile coverage
	Improved roads infrastructure
Empower and improve the capacity of our communities	Community Plan completed and published by mid 2016
	7 Community Fora established across the entire District with associated action plans
Transform and modernise the Council, providing accessible as well as value for money services	Increased citizen satisfaction
	Increased employee satisfaction
	Reduced absenteeism
	IIP/CSE accreditation
	Annual Improvement Plan validated by the Local Government Auditor

Where possible, progress in delivering the Corporate Plan 2015-19 and Performance Improvement Plan 2018-19 has been aligned to the Community Plan, in order to demonstrate how the Council is contributing to the achievement of community planning outcomes. The golden thread that exists between the Community Plan, Corporate Plan and Performance Improvement Plan is outlined further in Appendix 3.

All people in Newry, Mourne and Down enjoy good health and wellbeing	
All people in Newry, Mourne and Down benefit from prosperous communities	
All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment	
All people in Newry, Mourne and Down live in respectful, safe and vibrant communities	

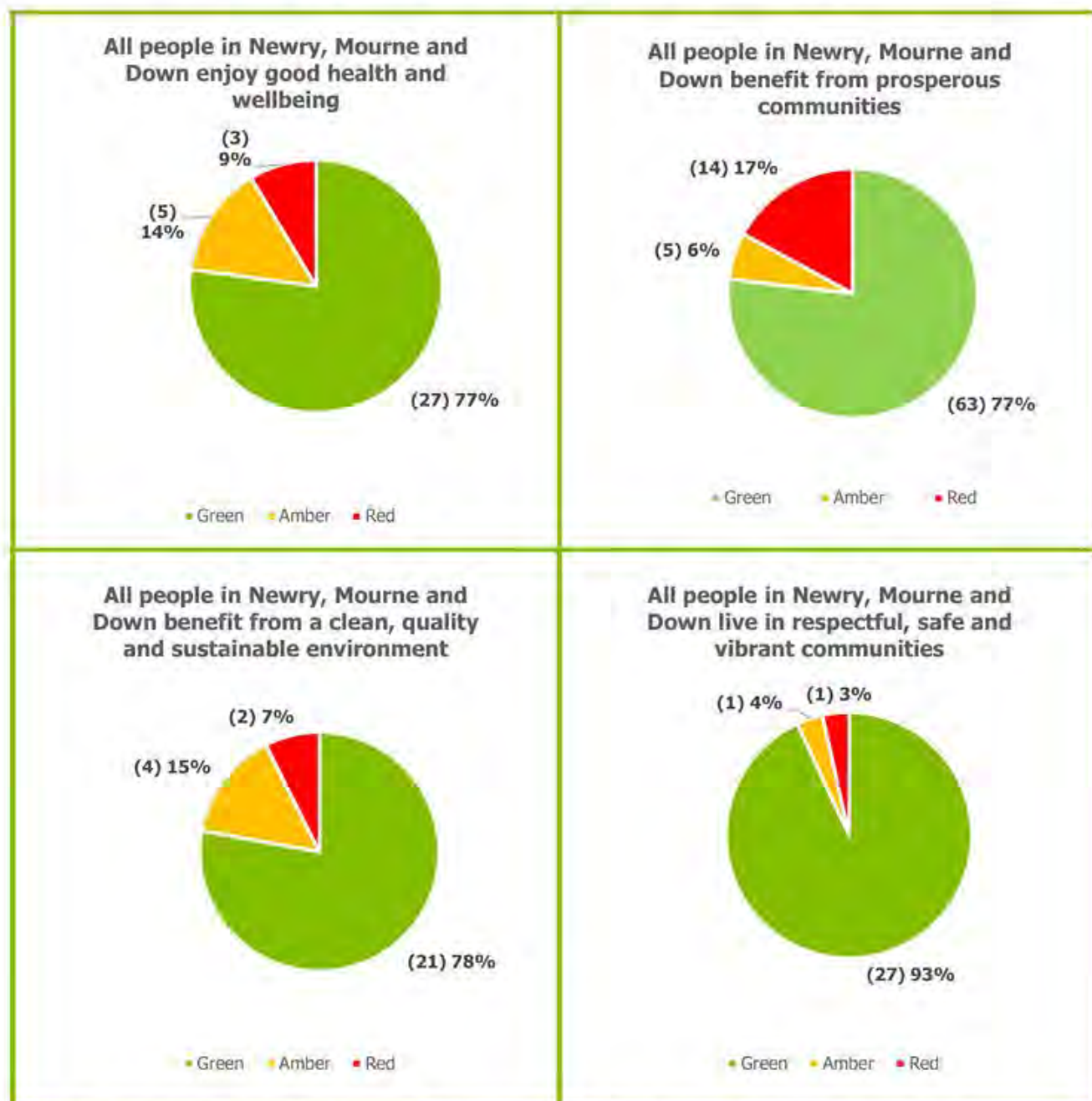
Progress in achieving the corporate priorities, performance improvement objectives, statutory performance indicators and standards and self imposed performance indicators has been tracked against targets, trends over time, and where possible, compared with the performance of local authorities across Northern Ireland, using the legend below. The Assessment of Performance is instrumental in helping the Council to review progress and determine the key priorities and objectives for the year ahead.

Legend

Status		Trend	
	Target or objective achieved / on track to be achieved		Performance has improved since the previous year
	Target or objective substantially achieved / likely to be achieved / subject to delay		Performance is similar to the previous year
	Target or objective not achieved / unlikely to be achieved		Performance has declined since the previous year

Performance at a Glance





The legend has been applied to the 'supporting actions' and 'measures of success' within the Corporate Plan 2015-19 and Performance Improvement Plan 2018-19 to provide an overview of progress against the four community planning outcomes.







*Where a 'supporting action' and 'measure of success' has been allocated a different status and trend, eg green and red, both have been counted in the charts.

Corporate Plan 2015-19

A snapshot of the past four years:

Corporate Priority	Progress	Status Trend
Become one of the premier tourist destinations on the island of Ireland 	Implementation of Tourism Strategy underway	😊
	11% increase in visitor numbers	△
	44% increase in visitor spend	△
	22% increase in overnight stays	△
Attract investment and support the creation of new jobs 	805 new jobs promoted and 776 new business starts supported through business start up activity	😊
	City deal for the Belfast region secured	😊
	43% decrease in the number of Job Seekers Allowance claimants	△
	Friendly exchange agreement in place with the City of Changchun, China	😊
Support improved health and wellbeing outcomes 	Consultation on the Preferred Options Paper for the Local Development Plan complete	😊
	Newry and Down Leisure Centres open	😊
	Implementation of the Sports Facility and Play Strategies underway	😊
	23% increase in attendances at Council leisure facilities	△
Protect out natural and built environment 	3 new play parks open, 1 play park transformed and 13 parks upgraded	😊
	Aughnagun and Drumnakely landfill sites closed	😊
	Increase of 12.3% in the rate of recycling, to 51.2%*	△
	88.7% reduction in the amount of waste going to landfill*	△
	21% reduction in black bin waste, 9% increase in blue bin waste and 119% increase in brown bin waste*	△
	Camlough Lake flood defences complete	😊




Lead the regeneration of our urban and rural areas 	The restoration of Warrenpoint Town Park complete	😊
	Implementation of five Masterplans underway	😊
	Environmental improvement and revitalisation schemes in Downpatrick, Newry and Warrenpoint complete	😊
	Processing time for local planning applications improved by 16.8 weeks	△
	Processing time for major planning applications increased by 20.1 weeks	▽
Advocate on your behalf specifically in relation to those things that matter most to you 	Newry, Mourne and Down achieved age friendly status from the World Health Organisation	😊
	10% increase in premises with superfast broadband, to 83%	△
	£15m awarded to FFNI Consortium to improve digital infrastructure**	😊
	Review of community planning structures complete	😊
Empower and improve the capacity of our communities 	Implementation of Community Plan underway	😊
	Seven DEA Forums established and delivery of local Action Plans ongoing	😊
	Review of community centres complete	😊
	£4.5m awarded to 1,377 applications through the Financial Assistance Scheme	😊
	27% increase in the number of successful applications to the Financial Assistance Scheme	△
Transform and modernise the Council, providing accessible as well as value for money services 	87% of residents are satisfied with the Council	😊
	75% of residents agree the Council makes Newry, Mourne and Down a good place to live	😊
	Employee absenteeism reduced by 1.25 days	△
	Compliance with the statutory Duty of Improvement	😊
	IIP / CSE accreditation not progressed	😞



*Waste figures remain provisional and will be validated by DAERA in Q3 2019-20.

**FFNI: Newry, Mourne and Down District Council hosts the Full Fibre Northern Ireland Consortium.

Performance Improvement Plan 2018-19

A snapshot of the past year:

Performance Improvement Objective	Progress	Status Trend
Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities 	11% increase in attendances at Council leisure facilities	△
	20% increase in attendances at Newry Leisure Centre	△
	Customer satisfaction rating of 73.5% across six Council leisure facilities	😊
	Review of outdoor leisure facilities complete	😊
	2,177 children and young people took part in Community Play initiatives and Summer Schemes*	😊
	Activity, Promotion and Development Plan launched	😊
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 	184 new jobs promoted and 204 new business starts supported through business start up activity	😊
	£2.3m secured to invest in Annalong, Ardglass and Kilkeel	😊
	Our five Giant Adventure Festivals attracted 113,500 visitors and generated an estimated £3m for the local economy	😊
	The Carlingford Lough Greenway between the Weir and Victoria Lock open	😊
	Application for UNESCO Global Geopark status underway	😊
	Reduced visitor numbers and spend	▽
Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in 	Delivery of the AONB Action Plans for the Ring of Gullion and Strangford Lough and Lecale underway	😊
	Late night bus service between Newry, Crossmaglen and Kilkeel piloted	😊
	Planning applications submitted for the 7 environmental improvement schemes identified in Village Plans	😊
	7% reduction in the percentage of planning enforcement cases processed within 39 weeks	▽
	Processing time for local planning applications increased by 1 week	△

Create a cleaner, greener, more attractive District 	Increase of 5.1% in the rate of recycling**	△
	29.4% reduction in the amount of waste going to landfill**	△
	11% reduction in black bin waste, 5% increase in blue bin waste and 26% increase in brown bin waste**	△
	Collection of glass in blue bins standardised across the District	😊
	Downpatrick Household Recycling Centre delayed	😞
	Street cleanliness score improved from 66 to 72	△
	Assistance provided to 100 community clean ups	😊
Encourage and empower local communities to participate in Council engagement structures and initiatives 	Significant representation from the community, voluntary and business sectors on Council engagement structures	😊
	Over £1.5m awarded to 447 projects through the Financial Assistance Scheme	😊
	175 Neighbourhood Watch Schemes cover 6,000 homes across the District	😊
	5,745 devices fitted to 637 homes through the 'Home Secure' Scheme	😊
	94% of residents feel safe during the day and 87% feel safe after dark	😊
	21 community projects funded through two participatory budgeting schemes	😊

*Community Play and Summer Schemes may include repeat attendances.

**Waste figures remain provisional and will be validated by DEARA in Q3 2019-20.

General Duty of Improvement

The Council recognises improvement to mean activity that enhances the sustainable quality of life and environment for ratepayers and communities. During 2018-19, the Council continued to strengthen and embed the arrangements it has put in place to secure continuous improvement in the exercise of functions, in order to improve the quality of life for all local communities.

Following the Performance Audit and Assessment 2018-19, the Northern Ireland Audit Office concluded that:

- The Council has discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with section 92 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently, including its guidance on the publication of improvement information in 2017-18.
- The Council has as far as possible discharged its duties under Part 12 of the Local Government Act and has acted in accordance with the Department for Communities guidance sufficiently.

Arrangements to secure continuous improvement

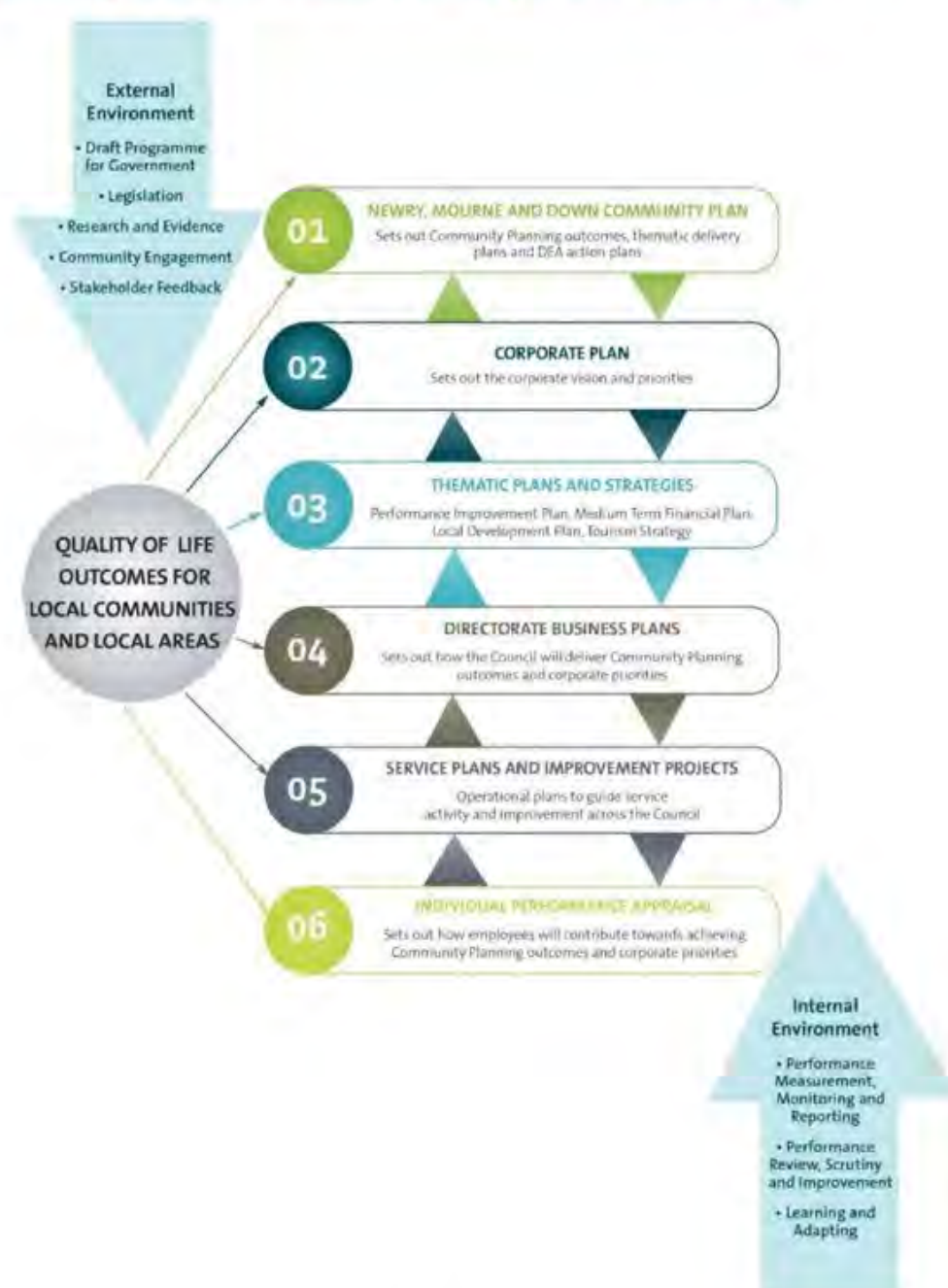
The Council's Business Planning and Performance Management Framework drives and provides assurance that community planning outcomes, corporate priorities and performance improvement objectives are being delivered. By demonstrating the alignment that exists between the Community Plan, Corporate Plan, Performance Improvement Plan, Directorate Business Plans, Service Plans and Individual Performance Appraisal, the framework provides a mechanism to manage performance at all levels of the organisation, and ensure the necessary steps are taken to secure continuous improvement in the exercise of functions.

Over the past two years, the Council has continued to implement and embed the Business Planning and Performance Management Framework:

- The Council developed and agreed integrated planning, monitoring and reporting cycles, which have been aligned to ensure everyone in the organisation is working towards shared priorities and objectives, with progress being monitored and reported on a regular basis.
- The governance arrangements at all levels of the Business Planning and Performance Management Framework have been strengthened, with the delivery of the Performance Improvement Plan and Directorate Business Plans being monitored and reported on a bi-annual and annual basis.
- The development of Service Plans is being progressed, outlining the 'core activity' and 'improvement activity' which will support the achievement of strategic priorities and objectives.

- The Performance Improvement Policy has been adopted, providing the context for mainstreaming the Business Planning and Performance Management Framework across the organisation.
- The Performance Improvement Plan demonstrates the Council's commitment to secure continuous improvement in the delivery of services, and each objective seeks to bring about improvement across the seven areas outlined in the Local Government Act (NI) 2014.
- The Business Planning and Performance Management Framework is included in the Performance Improvement Plan and Directorate Business Plans, demonstrating how employees contribute to the achievement of key plans and strategies.

Business Planning and Performance Management Framework:



Integrated Cycle of Activity 2018-19		
	2018-19	2019-20
Q1	<p>Publish Directorate Business Plans 2018-19 and annual reviews of Directorate Business Plans 2017-18</p> <p>Publish Performance Improvement Plan 2018-19</p>	<p>Publish Directorate Business Plans 2019-20 and annual reviews of Directorate Business Plans 2018-19</p> <p>Publish Performance Improvement Plan 2019-20</p>
Q2	<p>Publish the annual Assessment of Performance 2017-18</p>	<p>Publish the annual Assessment of Performance 2018-19</p> <p>Prepare the draft Corporate Plan 2019-23</p>
Q3	<p>Publish the Mid Year Assessment of the Performance Improvement Plan 2018-19</p> <p>Publish the Mid Year Reviews of Directorate Business Plans 2018-19</p>	<p>Publish the Mid Year Assessment of the Performance Improvement Plan 2019-20</p> <p>Publish the Mid Year Reviews of Directorate Business Plans 2019-20</p> <p>Public consultation on the draft Corporate Plan 2019-23</p> <p>Publish the two year review of the Community Plan</p>
Q4	<p>Consult on the performance improvement objectives 2019-20</p> <p>Consult on the Corporate Plan 2019-23</p> <p>Publish NMD Connect (including the Annual Report)</p>	<p>Consult on the performance improvement objectives 2020-21</p> <p>Publish the Corporate Plan 2019-23</p> <p>Publish NMD Connect (including the Annual Report)</p>

Further information on the Council's arrangements to secure continuous improvement and progress in implementing the 'proposals for improvement', which have been forward by the Northern Ireland Audit Office, is outlined in Appendix 2.




Community Planning Outcome


All people in Newry, Mourne and Down enjoy good health and wellbeing

Corporate Objective

Support improved health and wellbeing outcomes

Key Actions	Status	Progress
Replace the two existing Leisure Centres in Newry City and Downpatrick		Newry Leisure Centre opened in November 2017 and Down Leisure Centre opened in November 2018, providing accessible, state of the art leisure facilities for local communities. In May 2018, Newry Leisure Centre received a prestigious Royal Institute of Chartered Surveyors (RICS) award, in the regeneration category, which recognises inspirational initiatives and developments in land, real estate, construction and infrastructure.
Develop targeted programmes to tackle obesity and diabetes		<p>The Council continues to develop and deliver a range of programmes to encourage physical activity, and tackle obesity and diabetes.</p> <ul style="list-style-type: none"> The Physical Activity Referral Schemes in the Southern area ('Step into Health') and South Eastern Health area ('Healthwise') targets patients presenting with medical conditions such as obesity, mental health and cardiac rehabilitation. During 2018-19, health professionals made 244 referrals to 'Step into Health', with 153 clients enrolling and 133 completing the 8 week physical activity programme. The completion rate, based on the number of enrolments was 87%, exceeding the target of 80%. During 2018-19, health professionals also made 172 referrals to 'Healthwise', which led to 109 clients commencing the scheme and 100 completing week 3. However, only 10 clients completed the 12 week 'Healthwise' scheme. Positive outcomes for participants include reduced weight and enhanced lifestyle, and plans are currently underway to roll out 'Step into Health' across both the Southern



		<p>and South Eastern areas. This will ensure a consistent delivery model for the Physical Activity Referral Scheme, as well as a dedicated resource for the Downpatrick/Newcastle area, to reflect the current provision in the Newry locality.</p> <ul style="list-style-type: none"> The 'Transforming Health' pilot has been developed in partnership with the Southern and South Eastern Health Trusts to encourage patients, who are primarily diagnosed with diabetes, to participate in indoor and outdoor physical activity. Two Health Referral Co-ordinators will be recruited during 2019-20 to deliver the 12 month pilot scheme.
Promote increased physical activity levels		<p>The Council continues to promote physical activity and ensure that leisure facilities are accessible for all residents, as evidenced through the:</p> <ul style="list-style-type: none"> Reduced pricing structure and concessionary rates for the over 60's and less abled, as well as the Buddy Scheme for residents who meet the disability eligibility criteria. Installation of Poolpods at Newry and Down Leisure Centres for those with a disability and weekly fitness sessions for the over 50's at Newry Leisure Centre. Autism friendly sessions at Down Leisure Centre. Household bolt on memberships which offer reduced rates for additional customers from the same household. Establishment of a Disability Sports Hub, in partnership with Disability Sports NI, which provides a range of sports wheelchairs, inclusive bikes and equipment to enable children and adults with disabilities to participate in sports. Programmes to date include boccia, trampolining and wheelchair basketball, as well as training for coaches to promote positive attitudes towards people with disabilities. <p>Through the Social Investment Fund, the Council has also been awarded £5.67m from the Executive Office and the Department for Communities to provide 3G football pitches in Ballyhornan and Kilcooley, and refurbish Castlewellan Community Centre, expanding community development activity, youth training and summer schemes. However, the Executive Office has withdrawn funding for the Downpatrick 3G football pitch, as a result of the additional monies required to deliver the project.</p>






		Through the Financial Assistance Scheme 2018-19, the Council also awarded £702,596 towards sports projects, including £569,057 towards sports capital projects, £68,434 towards sports development projects and £65,105 towards sports active projects.
Implement a leisure facilities and play strategy		Adopted in 2016-17, the Sports Facility Strategy and Play Strategy represent a total investment of £5m towards the development of better outdoor facilities and play parks. The implementation of both strategies is well underway, and 49% of the original capital programme is now complete. This includes 60% of projects within the Sports Facility Strategy and 35% of projects within the Play Strategy. To date, many of the Play Strategy projects delivered have been fairly complex, and the Council is on track to complete a further 23% of projects during 2019-20.



Measures of Success	2015-16	2016-17	2017-18	2018-19	Status	Trend	Explanatory Note
Two leisure centres constructed and operational	-	-	NLC complete	DLC complete		-	Newry and Down Leisure Centres are open and operational.
Increase in the number of people using Council leisure facilities	1,435,558 attendances	1,453,107 attendances	1,595,269 attendances	1,769,256 attendances			Since 2015-16, there has been a 23.2% increase in the total number of attendances at Council leisure facilities, including a 10.9% increase between 2017-18 and 2018-19. During 2018-19, 78.7% of the total attendances across all facilities participated in a leisure activity. In March 2019, 8,969 members were registered at the six leisure facilities, 43% of which were members of Newry Leisure Centre and 40% were members of Down Leisure Centre.





Performance Improvement Objective

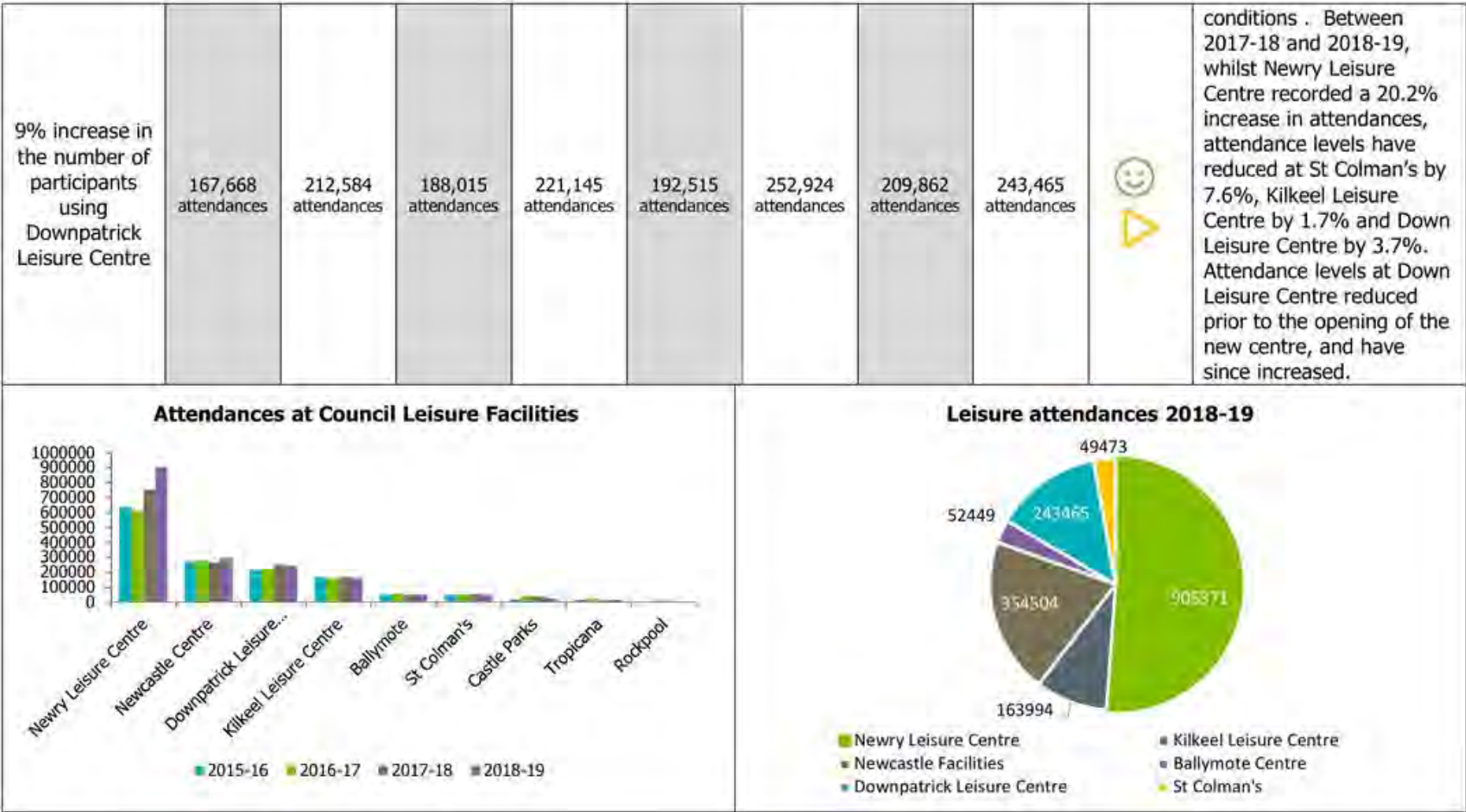
Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities

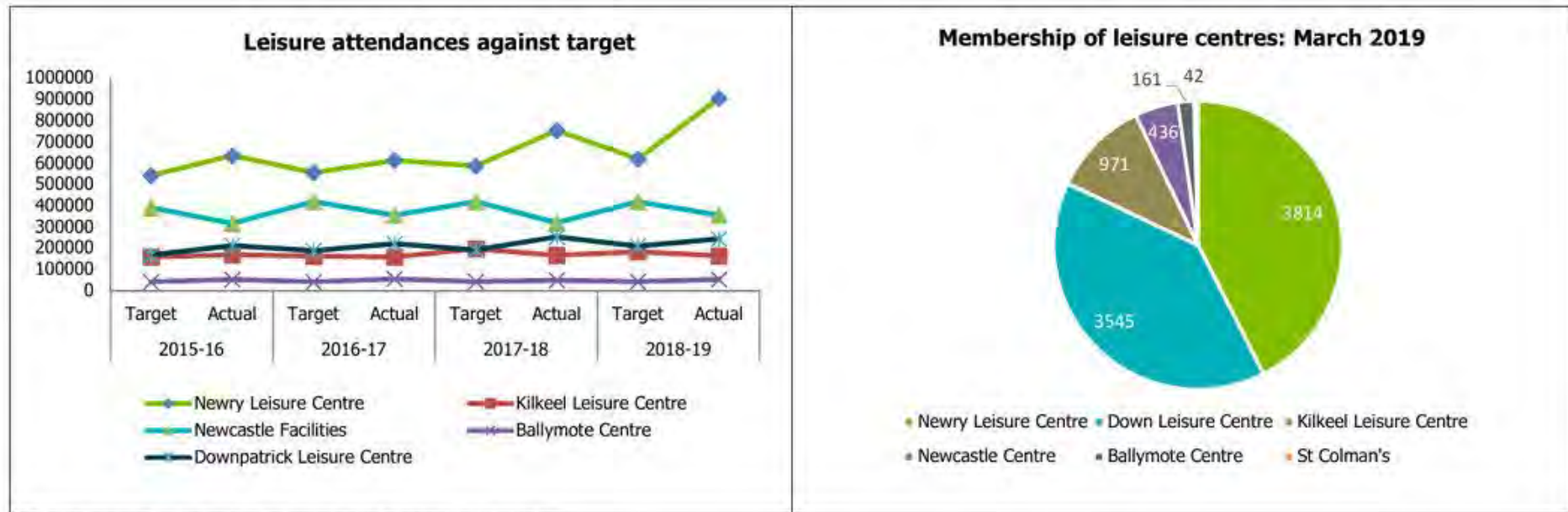
Supporting action	Status	Progress
Provide and operate high quality indoor leisure facilities through the implementation of the Indoor Leisure Business Plan:		The Council continues to implement the Indoor Leisure Business Plan and is exploring ways to maximise commercial opportunities and income by introducing consistent pricing, membership and programming options to improve continuity and consistency in the way leisure services are provided across the District.
Complete the refurbishment of Downpatrick Leisure Centre by Q3 2018-19		Down Leisure Centre opened in November 2018, providing state of the art facilities to improve the health and wellbeing of citizens. This includes an 85 station wellness Technogym, vitality health suite, spin studio, 4 court sports hall, 6 lane swimming pool and learner pool. Since 2015-16, attendances at Down Leisure Centre have increased by 14.5% to 243,465 in total. However, whilst there was a 3.7% decrease in the overall level of attendance between 2017-18 and 2018-19, the opening of the new centre resulted in increased attendances during Q4 2018-19. This is coupled with a 207% increase in membership, from 1,154 members in November 2018 to 3,545 members in March 2019.
Improve the customer experience at all leisure facilities by rolling out the 'Be Active' campaign and mobile technology solutions		The NMD Be Active campaign aims to motivate residents to be more active and the 'Be Active' Facebook page currently has 14,865 followers. The 'app' enables users to track their physical activity online whilst providing real time information on offers, timetables and membership options for indoor and outdoor leisure facilities. Between November 2018 and March 2019, the number of members with an online account increased by 113%, from 1,563 to 3,327, whilst the number of web/mobile bookings increased from 34% to 69%, overtaking front of house as the most popular form of booking.

Undertake a review of outdoor leisure facilities to determine the condition, current usage type and number of users at each location		The review of outdoor leisure facilities is complete and will be used as an evidence base to inform the Outdoor Leisure Strategy, which will be developed during the second term of Council.
Upgrade and improve exiting sports facilities through the implementation of year two of the Sports Facility strategy		The implementation of the Sports Facility Strategy is well underway. During 2018-19, work completed at 14 facilities, with improvements including the new natural turf sports pitch and pavilion improvements at Ardglass Playing Fields, fence improvements, dug outs and new goalposts at Derryleckagh Playing Fields, new paths, fencing and fishing stands at Donaghaguy Reservoir, drainage works, new goalposts and a ball stop fence at Drumaness Playing Fields and resurfacing at Rostrevor Tennis Courts.
Provide and improve fixed and non-fixed play opportunities for children and young people through the implementation of the Play Strategy		The five year Play Strategy includes plans for 6 new play parks, 22 upgrades and 10 play park transformations. During 2018-19, three new play parks opened in Mayobridge, Killough and Forkhill, one play park was transformed in Ballymaderphy and 13 play parks were upgraded, including parks in Saintfield, Camlough, Drumintee and Drumaness, some of which were part funded through the Rural Development Programme.
Engage more children and young people in community play and other health and wellbeing initiatives across the district		During 2018-19, 1,065 children and young people took part in Community Play initiatives, which included 887 taking part in 27 community play sessions at 13 locations across the District. In total, 3,074 children and young people have been engaged in Community Play initiatives over the past three years. During 2018, the Council also recorded 1,112 registrations at the week long Summer Schemes which took place at five locations in Ballynahinch, Killyleagh, Downpatrick, Newcastle and Newry. The Council plans to carry out a review of Summer Schemes in 2019-20.
Provide opportunities for women, girls, people with a disability and people		Over the past two years, 14,968 participants enrolled in Everybody Active 2020, taking part in a range of activities including Couch to 5k, danderball and yoga. During 2018-19, 8,089 participants took part in the scheme,

from areas of high social need to participate in physical activity programmes		representing 98% of the overall target of 8,279 participants. This included 4,738 women and girls, 1,924 people with a disability, 1,808 people from areas of high social need and 1,216 sustained participants.
Consider options to progress the development of a park at the Albert Basin, Newry		The Terms of Reference for the Albert Basin Task and Finish Working Group have been agreed and the governance arrangements have been drafted. The group has been allocated a budget of £90k to consider options to progress the development of a park in Newry City, which to date, has included the feasibility and ground condition surveys.
Through the Play and Leisure Partnership, produce a multi-stakeholder Activity, Promotion and Development Plan, which maps out the provision of physical activity across the District, suitable for all ages and abilities		The Activity, Promotion and Development Plan was considered by the Play and Leisure Partnership in November 2018 and has been published on the Council's website, social media channels and NMD Be Active App. The plan has been instrumental in communicating opportunities for all residents to participate in physical activity across the District, and will be aligned to the future Outdoor Leisure Strategy.

Measure of Success	2015-16		2016-17		2017-18		2018-19		Status Trend	Explanatory note
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
2.6% increase in the number of participants using indoor leisure facilities	1,300,712 attendances	1,435,558 attendances	1,367,060 attendances	1,453,107 attendances	1,436,739 attendances	1,595,269 attendances	1,472,781 attendances	1,769,256 attendances	 	Over the past four years, the Council exceeded the targets set for the number of attendances at all indoor leisure facilities, apart from the Newcastle facilities**. This can be attributed to reduced levels of attendance at Rockpool, Tropicana and Castle Park, which are generally impacted by seasonal weather
5.7% increase in the number of participants using Newry Leisure Centre	541,272 attendances	635,078 attendances	555,272 attendances	612,601 attendances	586,316 attendances	753,474 attendances	619,610 attendances	905,371 attendances	 	

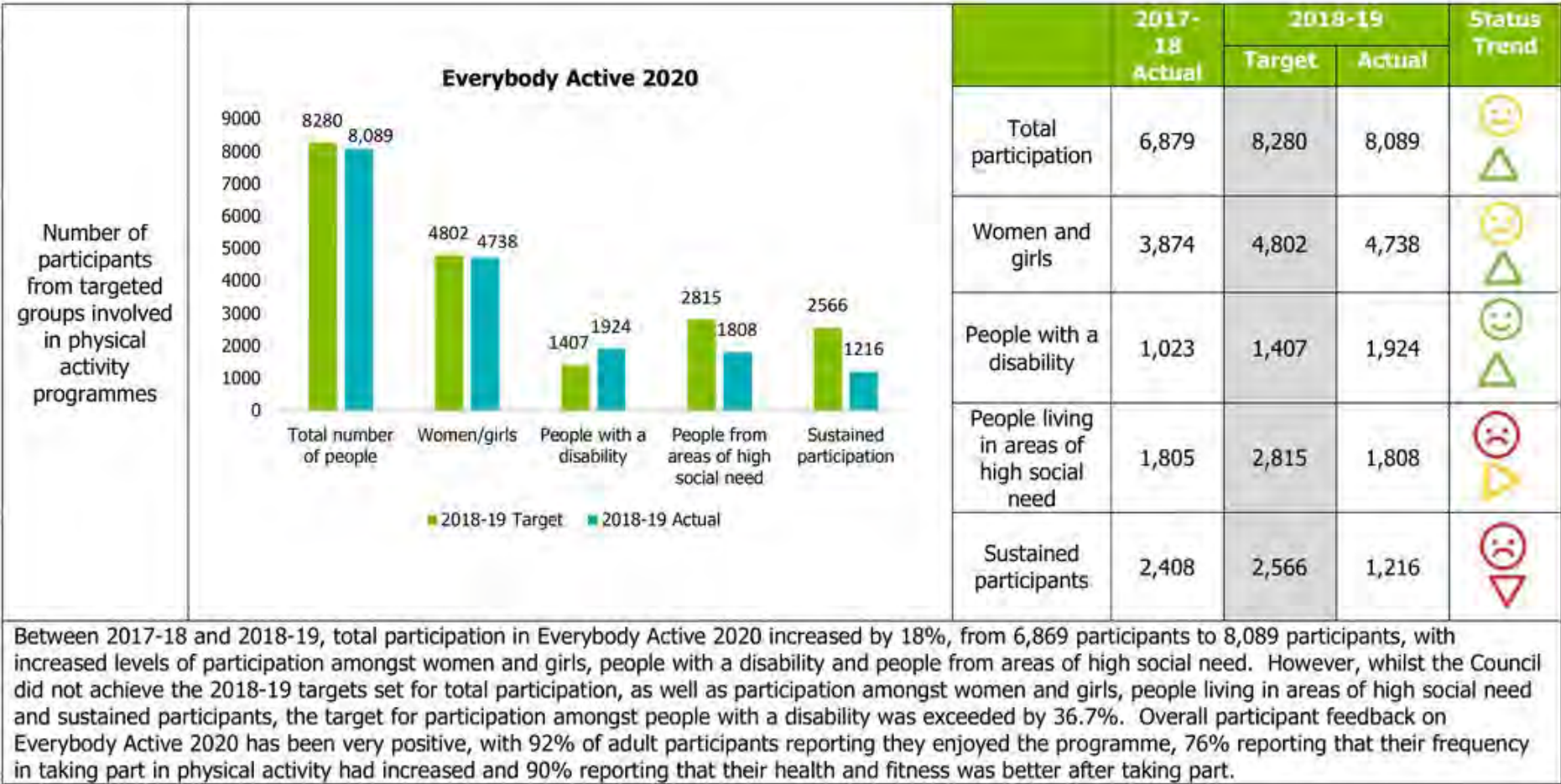




*Attendances include participants and non-participants.

**Newcastle facilities include the Newcastle Centre, Tropicana, Castle Parks and the Rock Pool.

Measure of Success	Level of Customer Satisfaction with Leisure Centres 2017-18		2017-18	Status	Explanatory note														
Level of user satisfaction with selected indoor leisure facilities	<p>NMD: 73.5% UK: 73.19%</p> <p>Legend: NMD Centre (blue bar), NMD Average (red line), UK Average (green line)</p> <table><thead><tr><th>Leisure Centre</th><th>Satisfaction Level</th></tr></thead><tbody><tr><td>Newry Leisure Centre</td><td>70%</td></tr><tr><td>St Colman's</td><td>74.8%</td></tr><tr><td>Newcastle Centre</td><td>71.2%</td></tr><tr><td>Ballymote Centre</td><td>84.8%</td></tr><tr><td>Downpatrick Leisure Centre</td><td>64.3%</td></tr><tr><td>Kilkeel Leisure Centre</td><td>76.1%</td></tr></tbody></table>		Leisure Centre	Satisfaction Level	Newry Leisure Centre	70%	St Colman's	74.8%	Newcastle Centre	71.2%	Ballymote Centre	84.8%	Downpatrick Leisure Centre	64.3%	Kilkeel Leisure Centre	76.1%			During Q4 2017-18, customer satisfaction surveys were carried out across six leisure facilities, with satisfaction levels ranging from 64% in Down Leisure Centre to 84% in the Ballymote Centre. The overall satisfaction result of 73.5% compares favourably to the UK average of 73.19%. Work is underway to improve customer satisfaction across key categories, including information provision and gym equipment, as evidenced through the opening of Down Leisure Centre and the launch of the NMD 'Be Active' campaign. Further Customer Satisfaction Surveys are scheduled to be carried out during Q4 2019-20.
	Leisure Centre	Satisfaction Level																	
	Newry Leisure Centre	70%																	
	St Colman's	74.8%																	
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Downpatrick Leisure Centre	64.3%																		
Kilkeel Leisure Centre	76.1%																		
Number of children and young people engaged in Community Play and other health and wellbeing initiatives	Participation in Community Play initiatives		2016-17	2017-18	2018-19	Status Trend	During 2018-19, 1,065 children and young people took part in a range of community play initiatives across the District. This included 887 children and young people taking part in community play sessions at 13 locations across the District, including Lislea, Mayobridge, Ballykinler and Saintfield. 135 children and young people were also engaged through face to face focus groups and 43 were engaged through online surveys. In total, 3,074 children and young people have been engaged in Community Play initiatives over the past three years.												
	<p>Legend: Participation in Community Play initiatives (blue bar)</p> <table><thead><tr><th>Year</th><th>Participation</th></tr></thead><tbody><tr><td>2016-17</td><td>834</td></tr><tr><td>2017-18</td><td>1175</td></tr><tr><td>2018-19</td><td>1065</td></tr></tbody></table>		Year	Participation	2016-17	834		2017-18	1175	2018-19	1065	834	1,175	1,065					
	Year	Participation																	
	2016-17	834																	
	2017-18	1175																	
2018-19	1065																		







Community Planning Outcome

All people in Newry, Mourne and Down benefit from prosperous communities



Corporate Objective

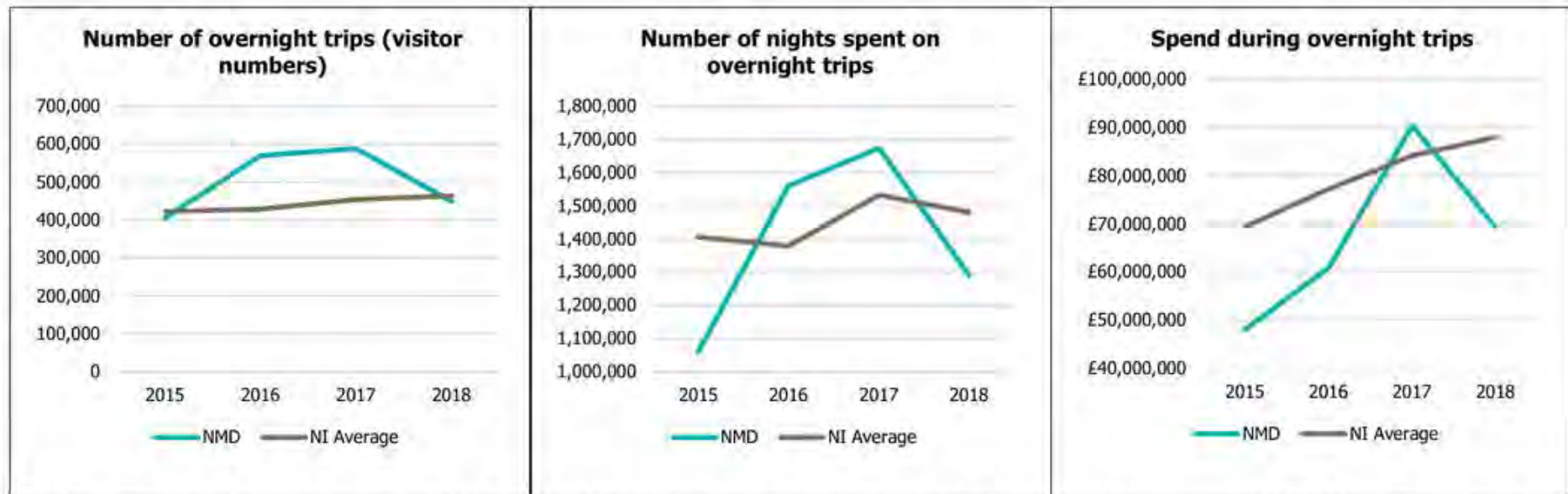
Become one of the premier tourism destinations on the island of Ireland

Key Actions	Status	Progress
Establish a recognised tourism brand for the District		<p>The implementation of the Tourism Strategy 2017-21 is well underway, and seeks to maximise tourism growth by focusing on the concept of 'mountains, myths and maritime' as a distinctive brand for the District. A number of facilities have achieved prestigious awards, recognising and reinforcing the tourism assets across the District:</p> <ul style="list-style-type: none"> Co Down is the only destination in the UK / Ireland to be included in the prestigious 'Sustainable Destinations' Global top 100, and achieved the gold award in the 'Green Destinations' category which recognises excellence in green tourism. Slieve Gullion Forest Park was awarded a 4 star rating from Tourism NI for visitor attraction and, along with Kilbroney Forest Park, was awarded a Green Flag for exceeding environmental standards for green space management and visitor facilities. In May 2019, Cranfield, Tyrella and Murlough beaches were awarded blue flag status, as coastal destinations which meet the highest standard for water quality, safety and environmental management.
Work with NITB, Tourism Ireland and other stakeholders to review and improve tourism infrastructure		<p>The Tourism Strategy puts in place a framework for the Council to work with key partners to improve the tourism infrastructure of the District. Through the Tourism Forum, the Council is collaborating with partners, including Tourism Businesses and Government Departments, in order to facilitate and promote on cross-departmental engagement on key tourism growth initiatives.</p>

Explore the potential for Geotourism along the east coast border areas		The Council continues to progress the tourism potential associated with UNESCO Global Geopark status for the three Areas of Outstanding Natural Beauty (AONB's) of Strangford and Lecale, Ring of Gullion and the Mourne, which will play a key role in differentiating the area through a stronger, cohesive market identity. In May 2019, as part of Geo Week, 46 adults and children participated in a range of activities on Ballyhornan beach, including geology and land art workshops, as well as a pebble masterclass and beach clean up.
Take a lead role in realising the tourism potential of hosting the Irish Open and other major events		Golf tourism is a key priority within the Tourism Strategy and the Council successfully supported the Irish Open in 2015. The Council continues to work in partnership with golf clubs and Tourism NI to showcase the golf product in the District, which is set to host the Summer Junior Golf Trophy in August 2019. During 2018-19, the Council also organised and supported 48 events across the District, including the flagship events within the Council's Giant Adventure Festivals, such as Footsteps in the Forest and the Festival of Flight, as well as the St Patrick's Day, Christmas and Halloween events. It also includes the support provided through the Financial Assistance Scheme 2018-19, through which the Council awarded a total of £132,792 towards 15 local tourism events across the District, including the SOMA Festival in Castlewella and Fiddler's Green Festival in Rostrevor.
Review the tourism infrastructure of Newcastle		The Strategic Outline Case for the Gateway to the Mourne is complete and funding has been secured as part of the Belfast Region City Deal. The Outline Business Case is currently being progressed with Belfast Region City Deal partners.

Measure of Success	2015	2016	2017	2018	NI Average 2018	Trend	Explanatory Note
Increased visitor numbers	406,302	571,054	589,581	449,953	464,818		Although the number of visitors to the District fell between 2017 and 2018, the overall visitor volume has increased by 11% since 2015, representing an increase of 43,651 additional visitors. Trips to Newry, Mourne and Down account for 9% of all trips in

							Northern Ireland, which is the third highest, behind Belfast (33%) and Causeway Coast and Glens (20%). The most popular reasons for visiting Newry, Mourne and Down for 'holiday, pleasure and leisure' followed by 'visiting friends and relatives'.
Increased dwell time of visitors (number of overnights stays)	1,060,063	1,561,067	1,675,229	1,289,821	1,481,471		Although the number of overnight stays in the District fell between 2017 and 2018, the overall number of overnight stays has increased by 22% since 2015, representing an increase of 229,758 additional stays. The overall number of overnight stays in Newry, Mourne and Down account for 8% of all overnight stays in Northern Ireland and the average number of overnight stays increased from 2.8 in 2017 to 2.9 in 2018.
Increased visitor spend	£48,071,493	£60,934,823	£90,432,246	£69,345,336	£88,022,936		Despite a decrease in visitor spend between 2017 and 2018, the overall level of visitor spend increased by 44% since 2015, representing an increase of over £21.2 million generated by tourism into the local economy. Visitor spend in Newry, Mourne and Down accounts for 7% of all visitor spend in Northern Ireland. The average spend per trip increased from £153.38 in 2017 to £154.12 in 2018.







*Tourism estimates reflect the most recent 2018 report which has been issued by the NI Statistics and Research Agency (NISRA). NISRA has confirmed that the tourism estimates should not be used on a year on year comparison basis, and should be used as a trend analysis, alongside other local tourism information. NISRA is considering ways to improve the reporting of tourism data at a Local Government District Level.

Corporate Objective

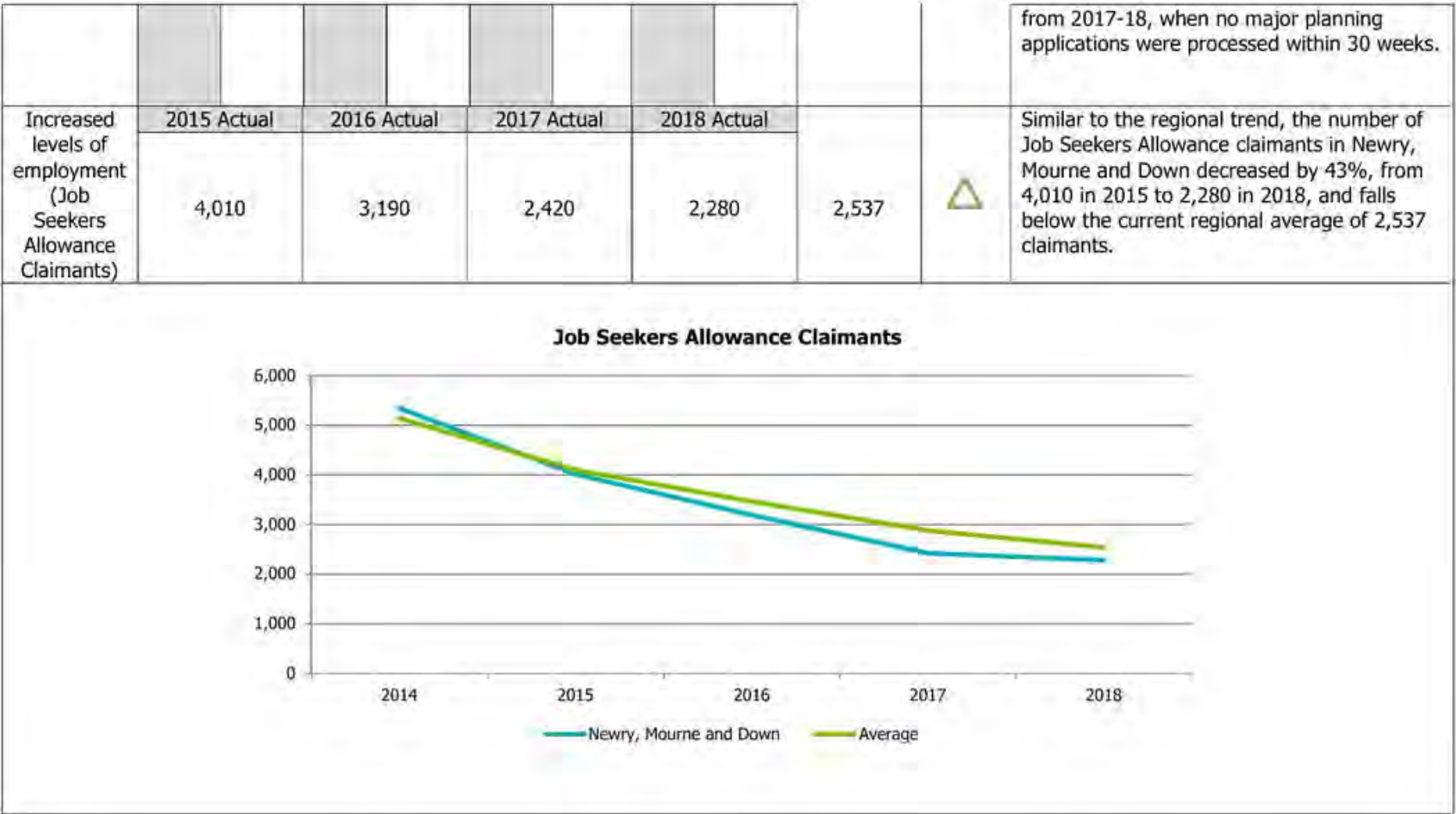
Attract investment and support the creation of new jobs

Key Actions	Status	Progress
Secure the District's position as a cross-border gateway for Dublin, Belfast and beyond		<p>Though the International Relations Forum, the Council is managing and co-ordinating external linkages across Ireland, Europe and further afield. Progress to date includes:</p> <ul style="list-style-type: none"> Signing a new friendly exchange agreement with the City of Changchun in the Chinese region of Jilin in October 2018. This friendly exchange demonstrates a long term commitment for co-operation between the two regions and will bring

		<p>tangible economic and social benefits to the District. Since the agreement was signed, the Council has hosted a number of delegations to explore linkages and opportunities for future business, innovation, education and skills cooperation between Newry, Mourne and Down and China.</p> <ul style="list-style-type: none"> • Working in partnership with border Councils to commission a study to explore the economic potential of a cohesive C8 Eastern Economic Corridor, in order to support potential projects such as the high speed train and future C8 Corridor Conference. • Signing the Sister Cities Agreement between Newry, Mourne and Down District Council and Pinehurst, Southern Pines and Aberdeen Area, North Carolina, to promote and expand effective and mutually beneficial cooperation.
Liaise with education and training establishments to ensure a steady flow of skilled employees for employers		<p>The Council continues to work in partnership with education and business sectors to ensure the future economic needs of the District are met. In September 2018, 400 delegates attended the 'Innovation Nation' Conference and 200 pupils from 14 post primary schools across the District took part in the 'Day of Ambition' event. In March 2019, the Council also supported the Big Apprenticeship Event in Newry City, which was organised by the Southern Regional College, and attracted around 250 attendees from the District and beyond, as well as 28 employers.</p>
Successfully deliver Small Business Start and Growth Programmes, locally based		<p>The Council has secured £873,205k funding from the European Regional Development Fund towards a number of four year programmes, including NMD Business Growth, NMD Procurement and Supply Chain Development and NMD Digital Growth. By 2022, it is anticipated that these programmes will engage 1,066 businesses (69% via NMD Growth) and create 726 new jobs (65% via NMD Growth).</p> <p>During 2018-19, the Council also supported 204 new business starts and promoted 184 jobs through business start-up activity. Monthly Artisan Markets in Downpatrick and Newcastle to promote and sell local produce have also been organised, and an estimated 800 visitors have been recorded at each market. Feedback to date from stall holders and local traders has been positive.</p>

Prioritise infrastructure development and economic regeneration as part of the new Local Development Plan		Between June – August 2018, the Council consulted on the Preferred Options Paper (POP) and feedback is being used to inform the development of the Local Development Plan (LDP). The next stage of the process is to prepare and publish the Draft Plan Strategy, followed by the Draft Local Policies Plan, both of which will be subject to independent examination prior to adoption. The current timetable programmes the LDP to be fully adopted in 2025-26.
Establish a new civic centre for Newry City		The regeneration of Newry City Centre includes the new civic centre and conferencing and enhanced theatre facilities. In March 2019, Hamilton Architects were appointed as the design team to lead the £20m regeneration scheme, and work is scheduled to commence in 2020. The new conference and theatre facility will include Grade A office accommodation for staff from the Newry sites, helping to increase the vibrancy of the City Centre and promoting Newry as a great place to live, work and invest in.





Measures of Success	2015-16		2016-17		2017-18		2018-19		NI Average 2018-19	Status Trend	Explanatory Note
Increased number of new businesses started	Target	Actual	Target	Actual	Target	Actual	Target	Actual	181	 	Through the regional business programmes, the Council has supported 776 new business starts over the past 4 years, exceeding the targets set for all years apart from 2017-18 when the programme moved into interim delivery arrangements, which resulted in lower levels of participation across many Local Government Districts. In 2018-19, the Council supported 204 new business starts, which is above the regional average of 181.
Major planning applications processed within 30 weeks	Target	Actual	Target	Actual	Target	Actual	Target	Actual	28%	 	The Council processed 14.3% of major planning applications within the statutory standard of <30 weeks, which is well below the regional average of 28%, and the fourth lowest across Northern Ireland. However, this represents a significant improvement









Performance Improvement Objective



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



Supporting action	Status	Progress
Improve economic growth by:		
Promoting new jobs and supporting new business starts through the NI 'Go For It' programme		In September 2017, the NI 'Go For It' programme was launched to offer regional business start up support and activity, and promote new jobs across the 11 Local Government Districts. Since 2015-16, the Council has promoted 805 new jobs through the regional business start programmes, exceeding all statutory annual targets set.
Supporting the growth of the existing business and social economy base by delivering a programme of activity to increase turnover, secure new contracts and create new employment opportunities		During 2018-19, the Council delivered nine programmes which were designed to encourage new business starts, business growth and improve the employment prospects of participants. Approximately 420 businesses and social enterprises accessed support through the Business Start Programme, Social Enterprise Programme, Innovate Accelerate and PLATO Cross Border Business Programme, which led to 213 new business and social enterprise start ups and 199 new jobs in the District. In addition, over 1,000 individuals accessed training and mentoring support through programmes such as Positive Directions, Exploring Enterprise and Colleges Direct, which resulted in accredited qualifications, work placements and employment opportunities for some participants.
Supporting the establishment and growth of small and micro businesses and the creation of new jobs in rural areas, through the Rural Business Investment Scheme		Through the Rural Business Investment Scheme, £1,161,500 has been awarded to 37 Rural Business Investment Promoters, £1,067,006 of which has been paid out to 31 Promoters to date. Letters of offer have been issued for calls 1, 2 and 3 of the scheme, which include targets to create 108 FTE jobs. To date, 73.5 FTE jobs have been created, 12 new businesses have been created and 25 businesses have been supported.

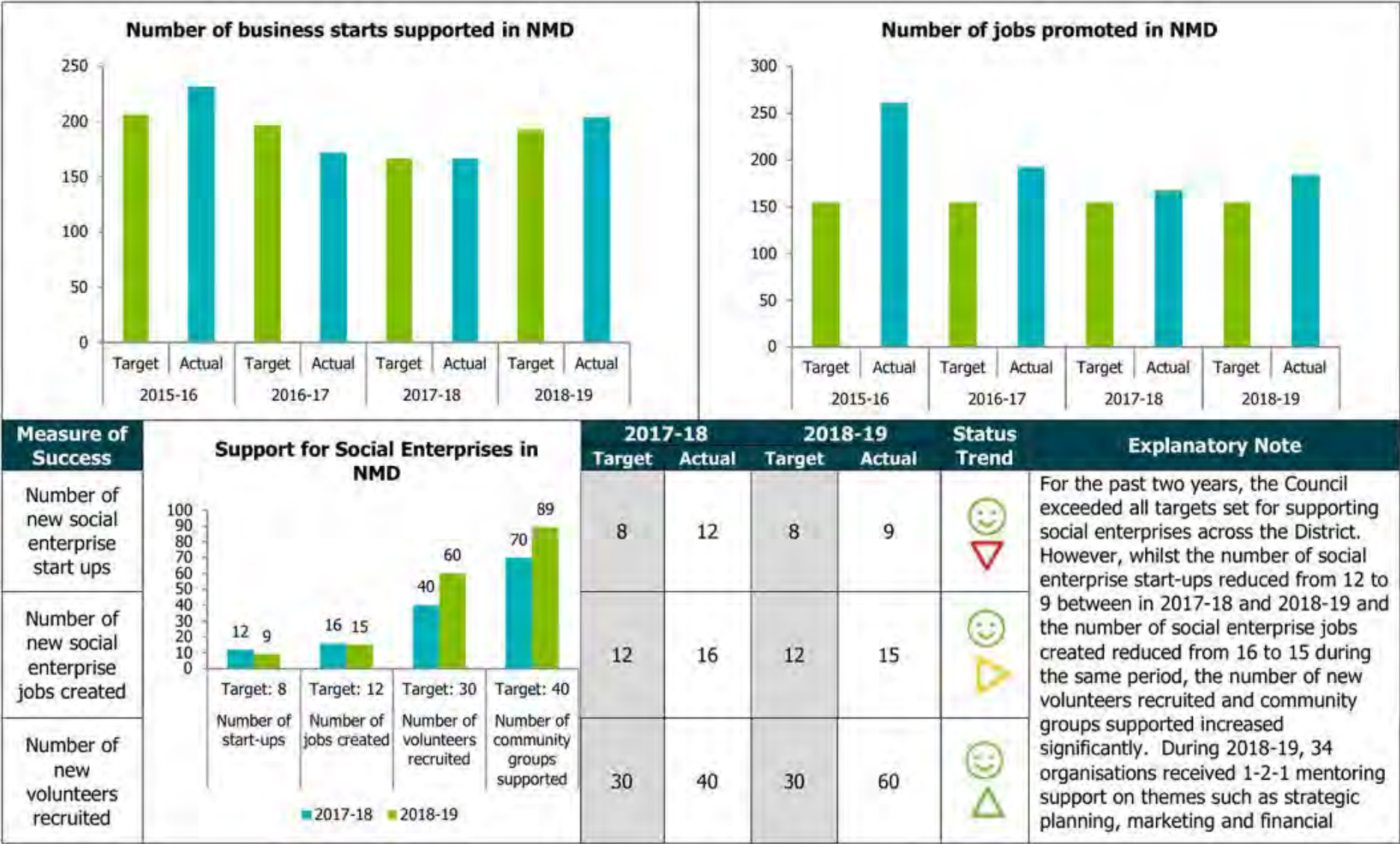
Providing proposals to invest in the fishing dependent communities of Kilkeel, Annalong and Ardglass through the European Maritime and Fisheries Fund (SEAFLAG 2)		The South East Area Fisheries Local Action Group (SEAFLAG) launched the £2.3m funding programme in June 2018. The programme is focused on promoting economic growth and job creation, social inclusion and supporting labour mobility for the fishing dependent communities of Kilkeel, Annalong and Ardglass. To date, SEAFLAG 2 has facilitated three sets of information sessions and application workshops, which attracted a total of 68 attendees, and received 27 Expressions of Interest.
Addressing the skills gap between education and employment in traditional and key growth sectors through the Skills Forum		Through the Skills Forum, education and industry representatives work together to review local skills supply and demand, and plan ahead to meet the future needs of the local business and education sectors across the District. In May 2018, the Skills Forum carried out an online survey to capture the views of a cross section of industry and education sectors, and the responses are currently being used to inform the development of an Action Plan. This Action Plan will strengthen the linkages between the education and industry sectors, promoting employment and career opportunities across the District.
Working in partnership with the Belfast Region City Deal Councils, HM Treasury and the Northern Ireland Office to develop an investment proposal for submission to the Department for Communities and Local Government in Q3 2018-19		In November 2018, the Belfast Region City Deal was secured, with £800m investment from the Treasury, Northern Ireland Office and the six participating Councils towards infrastructure, regeneration, tourism, 'innovation and digital' and 'skills and employment' initiatives that will improve competitiveness and enhance the local quality of life. This 10 year programme of inclusive economic growth includes a number of key projects in the District, such as the Southern Relief Road, new conferencing and theatre facility in Newry with Grade A office accommodation and visitor attractions to enrich the Mourne Mountains tourist experience. The Heads of Terms have been agreed and the Outline Business Cases and financial plans for each project are currently being developed.
Become a premier tourism destination by:		
Submitting a revised application to the UK National Commission for		The Council attended the 8 th International Conference on UNESCO Global Geoparks 2018 in Italy and is on track to submit the revised application by November 2019. The site audit is complete and the Communications Plan has been delivered, which included










<p>UNESCO for Global Geopark status for the Mourne and Ring Gullion by November 2019, and operating as a de facto Geopark by September 2018</p>		<p>media briefings, drop in sessions, themed talks and participation in geological activities at key events across the District. Between November 2018 and August 2019, the Council hosted 94 events in Slieve Gullion and Kilbroney Forest Parks, including guided walks around the Narnia Trail, Cloughmore Stone and Slieve Martin, as well as a scavenger hunts, arts and crafts workshops, birds of prey displays, dino days and world ocean days.</p>
<p>Completing the Carlingford Lough Greenway by June 2020, including the design of phase 2 from Victoria Lock to Omeath and Carlingford Marina to Carlingford in 2018-19</p>		<p>The official opening of the Carlingford Lough Greenway from Newry to Victoria Lock took place in July 2018, with the completion of the section from the Dublin Road Bridge, Newry to Victoria Lock. Between September 2018 and March 2019, 14,461 pedestrians (daily average: 74) and 962 cyclists (daily average: 6) used the Greenway Victoria Lock and 24,796 pedestrians (daily average: 127) used the Greenway Dublin Bridge, Newry. The most popular days to use the Greenway are Saturday and Sunday.</p> <p>However, as a result of environmental restrictions, the original design has been amended and an alternative route has been selected. The programme of works between Victoria Lock to Omeath has therefore been extended, and the 20km greenway from Newry to Carlingford is now scheduled to complete in Q3 2021.</p>
<p>Developing an Arts, Culture and Heritage Strategy to increase participation in cultural activities</p>		<p>The Arts and Culture Forum has been established and the Arts, Culture and Heritage Strategy, which aims to drive growth and sustained participation in cultural venues and initiatives, has been drafted. To date, 181 stakeholders have been engaged in the development of the draft strategy, which will be further supplemented by an open consultation process to enable citizens and other stakeholders to put forward their views.</p> <p>Increasing participation in cultural activities has been reinforced by the Residents Survey which reveals that less than a fifth of residents have visited/used visitor attractions or participated in/attended an arts, heritage and culture activity. The Council continues to promote participation in arts, culture and heritage, and during 2018-19, over 220,000 participants and users accessed the Council's six arts and heritage venues. The highest levels of participation were recorded at the Down Arts Centre and Down Museum.</p>






Identifying three pilot destination experiences across the Mourne and Ring of Gullion to create 'epic' moments		The Council engaged 45 tourism and hospitality businesses through six cluster groups, which has facilitated the development of 13 unique destination experiences across the Mourne and Ring of Gullion, all of which were well received at the 'Meet the Buyer International Tour Operator' workshop in April 2018. Work is currently underway with industry representatives to offer and promote the 'destination experiences' to tourists as a bookable offering.
Organise five Giant Adventure Festivals across the district:		Between July-November 2018, the Council successfully organised and promoted five Giant Adventure festivals across the District. However, the Skiffie and Festival of Flight festivals were adversely impacted by inclement weather conditions which had a negative impact on visitor numbers, estimated spend and visitor perception.
Footsteps in the Forest (Slieve Gullion)		Footsteps in the Forest took place in August 2018, attracting around 12,500 visitors and generating an estimated total spend of £471,774, including £262,097 in direct spend. Visitor feedback was very positive, with 71% stating that the festival improved their perception of the area, 66% stating it is a good festival for the area to host and 33% stating it is one of the best festivals to take place in the area.
Skiffie Festival (Strangford Lough)		Skiffie took place in July 2018, attracting around 2,000 visitors and generating an estimated total spend of £88,477, including £49,154 in direct spend. Visitor feedback was relatively positive, despite the inclement weather conditions, with 56% stating that the festival improved their perception of the area, 67% stating it is a good festival for the area to host and 29% stating it is one of the best festivals to take place in the area.
Wake the Giant (Warrenpoint)		Wake the Giant took place in August 2018, attracting around 15,000 visitors and generating an estimated total spend of £757,274, including £420,708 in direct spend. Visitor feedback was fairly positive, with 42% stating that the festival improved their perception of the area, 53% stating it is a good festival for the area to host and 42% stating it is one of the best festivals to take place in the area.
Festival of Flight (Newcastle)		Festival of Flight took place in August 2018, attracting around 65,000 visitors and generating an estimated total spend of £3,884,557, including £2,158,087 in direct

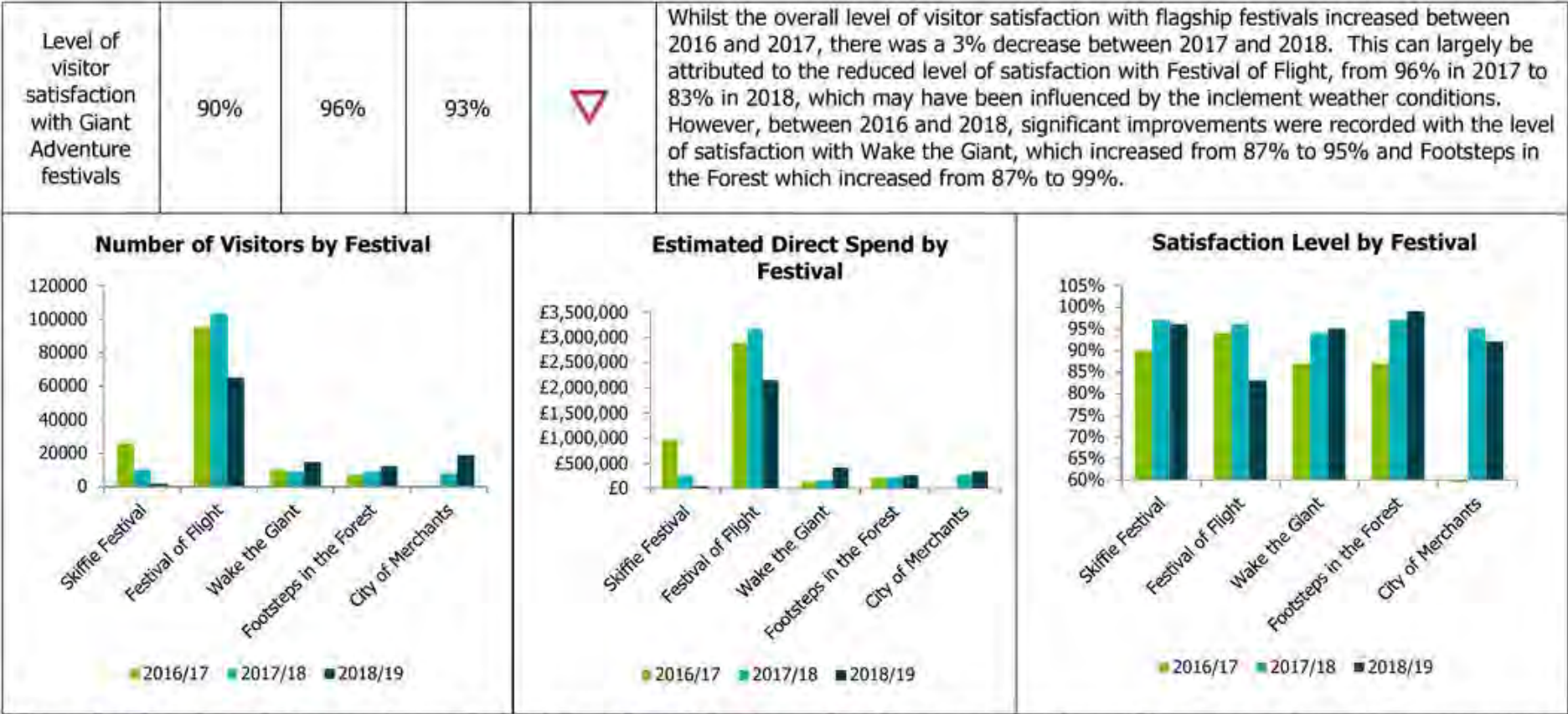
		spend. Despite the fact that the airshow was cancelled due to poor weather conditions, visitor feedback was relatively positive, with 56% stating that the festival improved their perception of the area, 49% stating it is a good festival for the area to host and 34% stating it is one of the best festivals to take place in the area.
City of Merchants (Newry)		City of Merchants took place in November 2018, attracting around 19,000 visitors and generating an estimated total spend of £615,600, including £342,000 in direct spend. Visitor feedback was very positive, with 50% stating that the festival improved their perception of the area, 57% stating it is a good festival for the area to host and 35% stating it is one of the best festivals to take place in the area.

Measure of success	2015-16		2016-17		2017-18		2018-19		NI Average 2018-19	Status Trend	Explanatory note
	Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Number of business plans approved	305	342	306	253	245	245	285	300	267	 	Since 2015-16, the Council has approved 1,140 business plans, supported 776 new business starts and promoted 805 new jobs through business start up activity. Targets have been achieved each year for business plan approvals and business starts, apart from 2016-17, when the programme moved into interim delivery arrangements which resulted in lower levels of participation. The Council has consistently exceeded the targets set for the number of jobs promoted, and is currently ranked 4/11 across Northern Ireland, following a 9.5% increase in the number of jobs promoted between 2017-18 and 2018-19.
Number of new business starts	207	233	197	172	167	167	194	204	181	 	
(Statutory PI) Number of jobs promoted through business start-up activity	>155	261	>155	192	>155	168	>155	184	164	 	



Number of community groups and organisations supported		40	70	40	89	 	planning and 109 individuals from 55 organisations received 1-2-many mentoring support through seven workshops which focused on a range of topics including leadership, sales and marketing.
Number of micro and small rural businesses created by March 2020	<div><p>Rural Business Investment Scheme</p><p>■ Target ■ Actual</p></div>	Target 2020	2017-18	Actual 2018-19	Total	 	The Rural Business Investment Scheme forms part of the Rural Development programme, which has been operational since 2015. By 2018-19, 12 small, rural businesses had been created, achieving 22% of the target and 23 small, rural businesses had been supported, achieving 76.7% of the target. In addition, Letters of Offer have been issued for calls 1, 2 and 3 of the scheme, which include targets to create a total of 108 new FTE jobs in rural areas. By 2018-19, a total of 64.5 FTE jobs had been created, achieving 59.7% of the target. To date, a further 9 FTE jobs have been created during 2019-20.
Number of micro and small businesses in rural areas supported by March 2020		55	4	8	12	 	
Number of new jobs created in rural areas by March 2020 (FTE)		30	10	13	23	 	
		108* (target amended from 147)	23	41.5	64.5		
Measure of success		2018-2022		Explanatory note			
		Target	Actual	The Council is successfully progressing the implementation of SEA FLAG 2, with a total of £164k being awarded between Annalong, Ardglass and Kilkeel. Through this investment, it is anticipated that 8 FTE jobs will be created. As there is a lag between the initiation of the programme and the subsequent creation of new jobs, businesses and qualifications achieved, no new business have been created and no qualifications have been achieved as a result of the programme to date. Progress against the targets set will continue to be monitored throughout the programme.			
Number of new jobs created in fishing dependent communities by 2020		55	-				
Number of new businesses created in fishing dependent communities by 2020		22	-				
New qualifications and skills achieved through SEAFLAG 2 by 2020		130	-				

Measure of Success	2015		2016		2017		2018		NI Average 2018	Status Trend	Explanatory note
	NI Target	NMD Actual	NI Target	NMD Actual	NI Target	NMD Actual	NI Target	NMD Actual			
Growth rate per annum in overnight expenditure in Newry, Mourne and Down	6%	(-10.4)%	6%	26.8%	6%	48.4%	6%	(-23.3)%	4.5%	 	Despite a decrease in visitor spend between 2017 and 2018, the overall level of visitor spend increased by 44% since 2015, and an average growth rate of 10% has been achieved annually since 2015.
	2016-17	2017-18	2018-19	Trend	Explanatory Note						
Number of visitors to Giant Adventure festivals	137,966	139,150	113,500		Whilst the total number of visitors to the Giant Adventure Festivals increased between 2016 and 2017, this was followed by a decrease in visitors in 2018. This can largely be attributed to reduced visitor numbers at Festival of Flight and Skiffie, both of which were adversely impacted by inclement weather conditions. In addition, Newry, Mourne and Down hosted the Skiffie World Festival in 2016, which attracted 25,966 visitors compared to 2,000 visitors in 2018. However, the number of visitors at Wake the Giant, Footsteps in the Forest and City of Merchants has increased significantly since 2016-17.						
Total estimated spend associated with Giant Adventure festivals	-	£7,173m	£5,818m		Overall, total estimated spend, including direct spend, reduced between 2017 and 2018. Whilst the total estimated spend associated with Wake the Giant, Footsteps in the Forest and City of Merchants increased between 2017 and 2018, total estimated spend associated with Festival of Flight decreased by 32%, and Skiffie decreased by 81%, largely due to the inclement weather conditions which had a negative impact on visitor numbers.						
Estimated direct spend at Giant Adventure festivals	£4,215m	£3,985m	£3,232m								







*The methodology for evaluating spend associated with Council events has been subject to variation over the past three years, and year on year comparisons therefore remain indicative.

** The methodology for evaluating the level of satisfaction with Council events has been subject to variation over the past three years, and year on year comparisons therefore remain indicative. The 'level of visitor satisfaction with Council events' is determined using the overall rating of events. This was calculated based on a score of 1-5 in 2016 (with scores 4-5 used to determine the satisfaction level), 1-10 in 2017 (with scores 6-10 being used to determine the satisfaction level) and the combined results on whether the event was 'one of the best events in take place here' and 'a good event for the town to host' in 2018.

Corporate Objective

Lead the regeneration of urban and rural areas




Key Actions	Status	Progress
Implement master plans, including an up-to-date action plan for every town and village		The Council continues to progress the implementation of the agreed masterplans for Ballynahinch, Downpatrick, Newry City and the South East Coast, and has recently committed to reviewing and agreeing revised priority areas for each Masterplan to cover the next five years.
Introduce a rolling programme of EI schemes across towns and villages		The environmental improvement and revitalisation schemes in Downpatrick, Newry and Warrenpoint are complete. The Council is currently progressing Phase III of the Newry Hill Street Environmental Improvement Scheme, in addition to the environmental improvements identified within the Village Plans. The round one application to the National Lottery Heritage Fund for the Grange, Annesley Garden and Aboretum in Castlewellan Forest Park has also been successful, and a consultancy team has been appointed to develop proposals to inform the round two application.
Agree with the Department of Social Development (DSD) arrangements for the transfer of regeneration powers and functions	No longer relevant	Regeneration powers will no longer transfer from central to local government. The Council continues to liaise with the Department for Communities to agree how future regeneration projects will be progressed through effective partnership working and collaboration.



Measure of Success	Target - 2020	Status	Explanatory Note
Increased number of new businesses and jobs created in rural areas	55 new micro and small businesses created in rural areas		To date, 12 small, rural businesses have been created, achieving 22% of the target and 25 small, rural businesses have been supported, achieving 83% of the target. In addition, Letters of Offer have been issued for calls 1, 2 and 3 of the scheme, which include targets to create a total of 108 new FTE jobs in rural areas. To date, 16 promoters have created a total of 73.5 FTE jobs (60 full-time jobs and 27 part-time jobs), achieving 68% of the target.
	108 new jobs created in rural areas*		



*Target amended from 147 to 108.


Performance Improvement Objective



Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in



Supporting action	Status	Progress
Restore the physical and cultural heritage of Warrenpoint Municipal Park by:		Warrenpoint Municipal Park officially re-opened in August 2018. The physical restoration of the park has transformed the play area, tennis court, gardens, pavilion and bandstand to its former glory. The Volunteer and Outreach Officer and Heritage Officer have been recruited to implement the Activity Plan which focuses on recruiting volunteers, working with schools, establishing a Friends of the Park group and progressing the collective memories project. In July 2019, although slightly delayed, Warrenpoint Municipal Park achieved the Green Flag award for environmental sustainability.
Completing the physical redevelopment of the park by Q2 2018-19		
Obtaining the Green Flag award for environmental sustainability by Q3 2018-19		
Implement the Areas of Outstanding Natural Beauty (AONB) Actions Plans for the Ring of Gullion and Strangford Lough and Lecale		<p>The Ring of Gullion and Strangford Lough and Lecale AONB's continue to deliver many of the environmental outcomes outlined in the Management Action Plans (MAPs), ensuring compliance with legal and environmental obligations, as well as the Programme for Government and regional and local policies. The AONB's provide healthy landscapes for communities, create places where people want to live, work and visit, reverse habitat and species decline and improve river and marine water quality. During 2018-19, the Council was awarded funding from DEARA to the deliver year one activity within the current AONB Action Plans.</p> <p>Progress in the Ring of Gullion AONB includes:</p> <ul style="list-style-type: none"> The delivery of traditional skills courses on themes such as woodland management and organic gardening, alongside the involvement of 134 volunteers who worked 1,456 hours in total.


		<ul style="list-style-type: none"> • Hosting a two week programme for 10 youth rangers in July 2018 and increasing the number of Ring of Gullion Ambassadors trained to 'OCNNI Level 2 in Tour Guiding' by 14. • Organising the Lunasa Festival in August 2018, which attracted around 3,550 visitors and the Winter Solstice Festival which focused around the alignment of the Slieve Gullion passage tomb to the setting sun. <p>Progress in the Strangford Lough and Lecale AONB includes:</p> <ul style="list-style-type: none"> • Tackling dangerous marine litter on the coastline by engaging community groups in six beach cleaning events. In total, 230 volunteers cleaned 2km of coastline and removed 2.5 tonnes of litter from the shores. • In February 2019, the partnership received the Spirit of Live Here Love Here award for 'extreme clean ups'. <p>In addition, the Council has been awarded €2m as the lead partner on the Atlantic CultureScapes programme, which seeks to develop intangible cultural heritage experiences to boost tourism in the Atlantic area, and includes the aspiring UNESCO Global Geopark. The launch event took place in Slieve Gullion July 2019.</p>
Work with the Department for Communities to commence the delivery of the environmental improvement scheme in Downpatrick and the revitalisation schemes in Warrenpoint and Newry		The Warrenpoint and Newry Revitalisation Schemes completed in March 2019 and the Downpatrick Environmental Improvement Scheme completed in June 2019.
Work with partners to progress the final phase of the Forkhill Masterplan, including an on-site mixed use development		Following the completion of the Forkhill Greenspace Project, the remaining elements of the masterplan are being progressed. This included the installation and of a new play area in the centre of the village, which opened in March 2019.

<p>Develop a programme of future regeneration initiatives, incorporating Warrenpoint Baths, Lisburn Street car parks in Ballynahinch, Newry Civic Centre and the former police station and adjacent lands in Downpatrick</p>		<p>The Council continues to progress the implementation of the agreed masterplans for Ballynahinch, Downpatrick, Newry City and the South East Coast. Progress during 2018-19 includes:</p> <ul style="list-style-type: none"> • Carrying out the Warrenpoint Baths Development Brief Expression of Interest in November 2018, to explore potential development proposals. The Council is currently reviewing the next steps. • Completing the Irish Street, Downpatrick, public realm scheme completed in June 2019, and working with the Departments for Communities and Infrastructure to produce a Development Plan for the former PSNI station on Irish Street, Downpatrick. • Announcing the preferred route for the Southern Relief Road in Newry in October 2018, which will provide the strategic link between the A1 Dublin Road and A2 Warrenpoint Road and launching the public consultation on the design of the road in June 2019. • Appointing Hamilton Architects to lead the design of the regeneration of Newry City, which includes a new conferencing and theatre facility and grade A office accommodation. • Working with the Kilkeel Strategic Partnership and other relevant agencies to develop the fishing industry at the ports of Kilkeel and Ardglass. <p>However, the regeneration of the Lisburn Street car parks in Ballynahinch is not being progressed due to planning concerns regarding a flood plain on the site.</p>
<p>Develop 3-5 applications to secure £3.1m Rural Development Village Renewal funding towards the delivery of physical and environmental improvement projects identified through the Village Plans</p>		<p>In January 2019, the Council appointed an integrated design team to progress the development of seven environmental improvement schemes identified through the Village Plans. Consultation took place in March 2019 and planning applications have been submitted for all capital works. The funding applications to support the delivery of the 7 environmental improvement schemes and gateway signage will be submitted to the Rural Development Programme by August 2019.</p>

Secure funding to progress the regeneration of the Derrymore demesne through a play area, trail development, interpretation and other infrastructural projects		In November 2018, the Council appointed an integrated consultancy team to undertake the design proposals for the Derrymore Demesne, and the planning application was submitted in March 2019. The Business Plan will be submitted to the Rural Development Programme in August 2019, requesting £500k funding, which will be matched by £300k from the Council and £120k from Sport NI. The regeneration of the Derrymore Demesne is being carried out at the same time as the Moore Hall Estate in County Mayo, a partnership which was initiated through the Co-operation Scheme of the Rural Development Programme.
Work in partnership with the relevant Departments to improve digital connectivity across the District		<p>The Council has proactively worked with relevant partner organisations and Departments to enhance digital connectivity across the District:</p> <ul style="list-style-type: none"> • Digital NMD: In collaboration with the Southern and South Eastern Colleges, the Council launched Digital NMD to assist small businesses in exploring the benefits new technologies, stimulate innovation and develop their digital skills. To date, over 252 attendees attended 10 business development workshops, which focused on themes such as cyber security, social media and Digital Strategy, and nine local businesses attended one to one mentoring sessions to develop concepts, prototypes and new business ideas. The pilot has assisted with the development of an ERDF programme funded through Invest NI, which will be launched in Q3 2019-20. • FFNI: Newry, Mourne and Down hosts the Full Fibre Northern Ireland Consortium (FFNI) which is comprised of the ten local authorities outside Belfast. The Consortium has been awarded £15m from the Department for Digital, Culture, Media and Sport (DCMS) to implement a new collaborative programme to drive greater investment in fibre and digital infrastructure across the region. The Consortium's phased delivery programme will manage LFFN investment, provide a vehicle to deliver further fibre initiatives and ensure a vital local link for future digital


		<p>programmes, such as Project Stratum and the Belfast Region City deal, thereby facilitating a joined-up approach to digital investment across the region.</p> <ul style="list-style-type: none"> • Gigabit Voucher Scheme: The Council continues to promote the Gigabit Voucher Scheme to local communities and businesses to encourage uptake of the service, and access to £3,000 towards the cost of a gigabit capable connection.
<p>Improve accessibility to Council facilities by working in partnership with Translink and Newry BID to pilot a night time bus service from Newry City to Crossmaglen and Kilkeel</p>		<p>In partnership with Newry BID and Translink, the Council launched a late night bus pilot from Newry City to Crossmaglen and Kilkeel, between October-December 2018. In total, 162 passengers accessed the Newry-Kilkeel service and 83 passengers accessed the Newry-Crossmaglen service. However, following an evaluation of the pilot, it was agreed that uptake was not commercially viable for Translink to provide a regular late night bus service from Newry to Crossmaglen and Kilkeel.</p>
<p>Consult on the Preferred Options Paper to advance the production of the Local Development Plan</p>		<p>The twelve week consultation on the Local Development Plan Preferred Options Paper took place between 1 June and 24 August 2018, and feedback is being used to inform the development of the Plan Strategy, which is scheduled to be adopted in 2022-23.</p>
<p>Improve the processing times of major and local planning applications and planning enforcement cases</p>		<p>During 2018-19, Newry, Mourne and Down received the second highest number of planning applications (1,480) and issued the fourth highest number of planning decisions (1,242). However, only 996 planning applications were approved, when compared to 1,421 in 2017-18, resulting in an approval rating of 80.2%, which is below the regional average of 93.2%, and the lowest across Northern Ireland</p>

		Between 2017-18 and 2018-19, the number of major planning applications Newry, Mourne and Down received reduced from 8 to 6, and the number of decisions issued reduced from 15 to 7, both of which were amongst the lowest in Northern Ireland. Only 14.3% of major planning applications were processed within the statutory standard of <30 weeks, which is well below the regional average of 28%, and the fourth lowest across Northern Ireland. However, the overall processing time improved by 51 weeks since 2017-18, and the high average processing time may be attributed to the two legacy applications, which had an average processing time of 197.4 weeks, compared to 48.6 weeks for the five Council received major planning applications.
		In 2018-19, Newry, Mourne and Down received 1,474 local planning applications, which was the second highest across Northern Ireland, and represents a 6% reduction from the 1,562 applications received in 2017-18. Between 2017-18 and 2018-19, the number of decisions issued also reduced from 1,597 to 1,235, with only 41.6% of local planning applications being processed within the statutory standard of <15 weeks. This falls well below the regional average of 50.9%, and is the second lowest across Northern Ireland. Overall, the average processing time increased from 17 weeks in 2017-18 to 18 weeks in 2018-19, which may also be attributed to the average processing time of 243.2 weeks for the 18 legacy local applications compared to 17.7 weeks for the 1,298 Council received local planning applications.



		In 2018-19, the Council opened 451 enforcement cases, which was the fourth highest across Northern Ireland, and concluded 206 cases, which was the third lowest across Northern Ireland. Between 2017-18 and 2018-19, the percentage of planning enforcement cases concluded within 39 weeks reduced by 7%, to 52.9%, which falls well below the regional average of 81%, and is the lowest across Northern Ireland. Newry, Mourne and Down also recorded the highest number of live cases at the end of March 2019 (1,111), 45.5% of which were in the system for over 2 years, which is the highest proportion across all councils.
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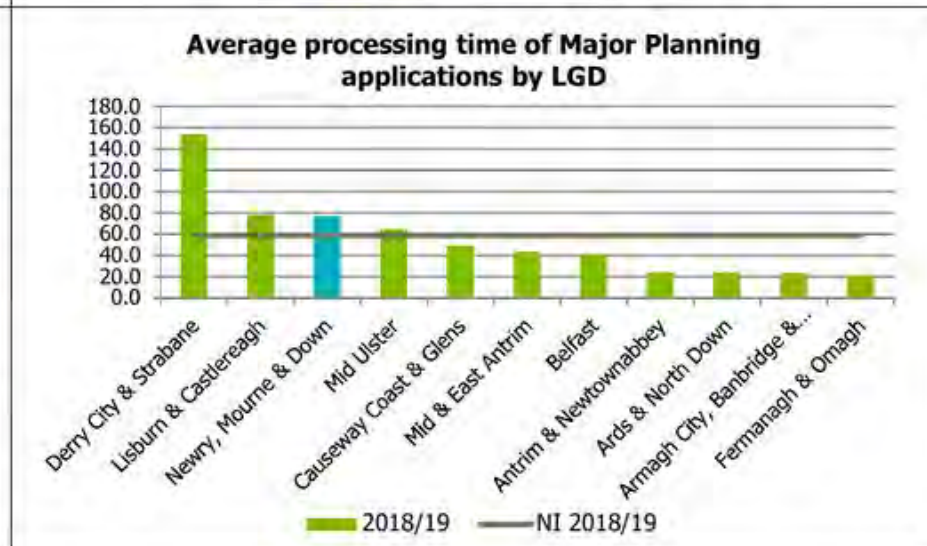
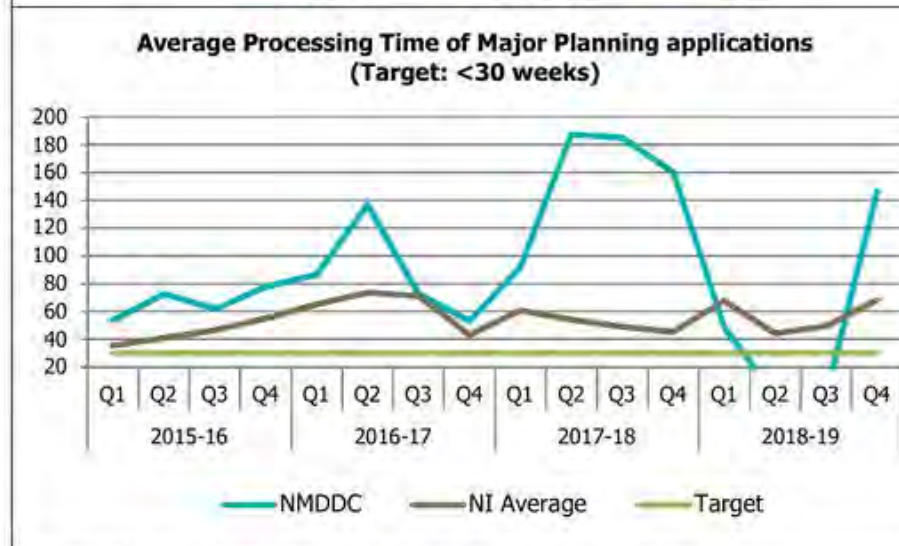
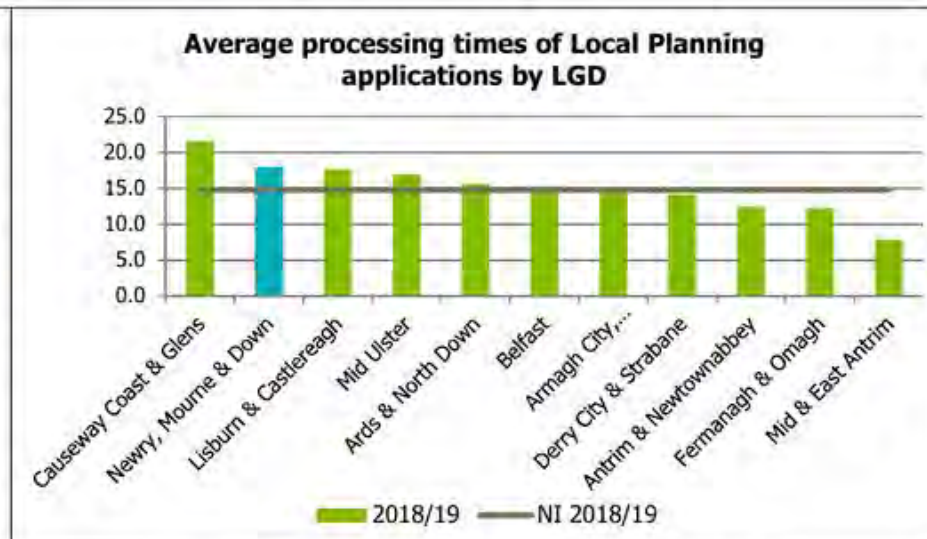
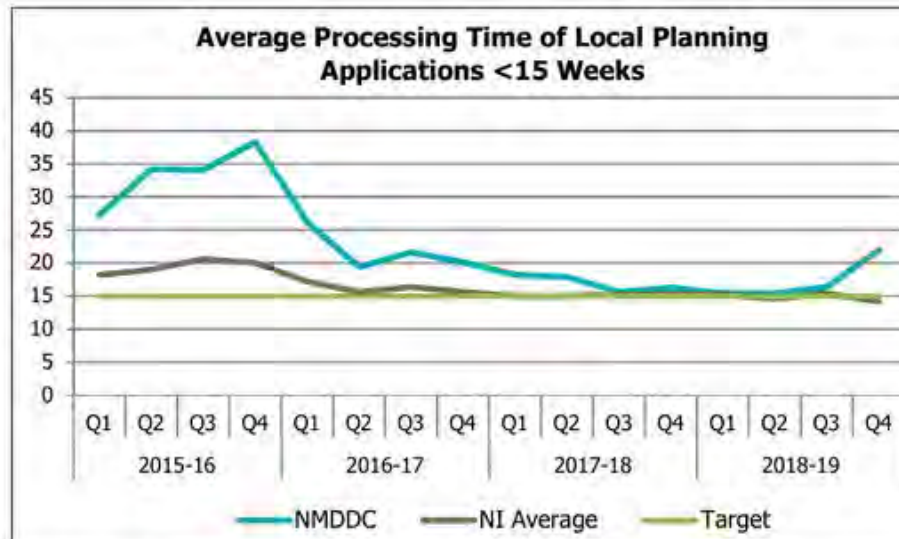
Measure of success		2015-16	2018-19	2020-21	Explanatory note
Number of visitors to Warrenpoint Municipal Park	Actual	Target	Target	The baseline data was collated in 2015-16 and the next visitor survey is scheduled to be undertaken during Q2 2018-2019. Visitor counters were installed in April 2019, and between 23 April and 30 June, visitor numbers reached 59,525. To date, informal feedback in relation to the current summer season of activities has been very positive.	
	20,865	27,900	35,000		
Visitor satisfaction with Warrenpoint Municipal park	68%	74%	80%		
Number of people who believe Warrenpoint Municipal park enhances their quality of life	31%	40.5%	50%		
Improved business/visitor perception and reduced/sustained vacant properties by 2020-21, following the completion of the Newry, Warrenpoint and Downpatrick environmental improvement and revitalisation schemes*.		The post project evaluations for the Downpatrick, Newry and Warrenpoint schemes will be carried out in 2020-21.			

(Statutory PI) Percentage of Planning enforcement cases that are processed within 39 weeks	2015-16		2016-17		2017-18		2018-19		Status	Explanatory Note
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
	70%	54.1%	70%	56.1%	70%	59.9%	70%	52.9%		



Whilst the percentage of enforcement cases processed within 39 weeks steadily improved between 2015-16 and 2017-18, reaching 59.9%, this reduced by 7% to 52.9% in 2018-19, falling well below the current regional average of 81% and statutory standard of 70%. The Council is ranked 11/11 across Northern Ireland

										for processing planning enforcement cases within 39 weeks.
(Statutory PI) Average processing time of major planning applications	<30 weeks	56.5 weeks	<30 weeks	86.6 weeks	<30 weeks	127.6 weeks	<30 weeks	76.6 weeks		Whilst the processing time for major planning applications improved by 51 weeks between 2017-18 and 2018-19, to 76.6 weeks, performance remains above the current regional average of 59 weeks and the statutory standard of <30 weeks. The Council is ranked 9/11 across Northern Ireland for processing major planning applications within 30 weeks.
(Statutory PI) Average processing time of local planning applications	<15 weeks	34.8 weeks	<15 weeks	23 weeks	<15 weeks	17 weeks	<15 weeks	18 weeks		The processing time for local planning applications increased by one week between 2017-18 and 2018-19, to 18 weeks. Performance remains above the current regional average of 14.8 weeks and statutory standard of <15 weeks. The Council is ranked 10/11 across Northern Ireland for processing local planning applications within 15 weeks.



*Increased footfall is no longer a requirement in the post project evaluations.



Community Planning Outcome

All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment

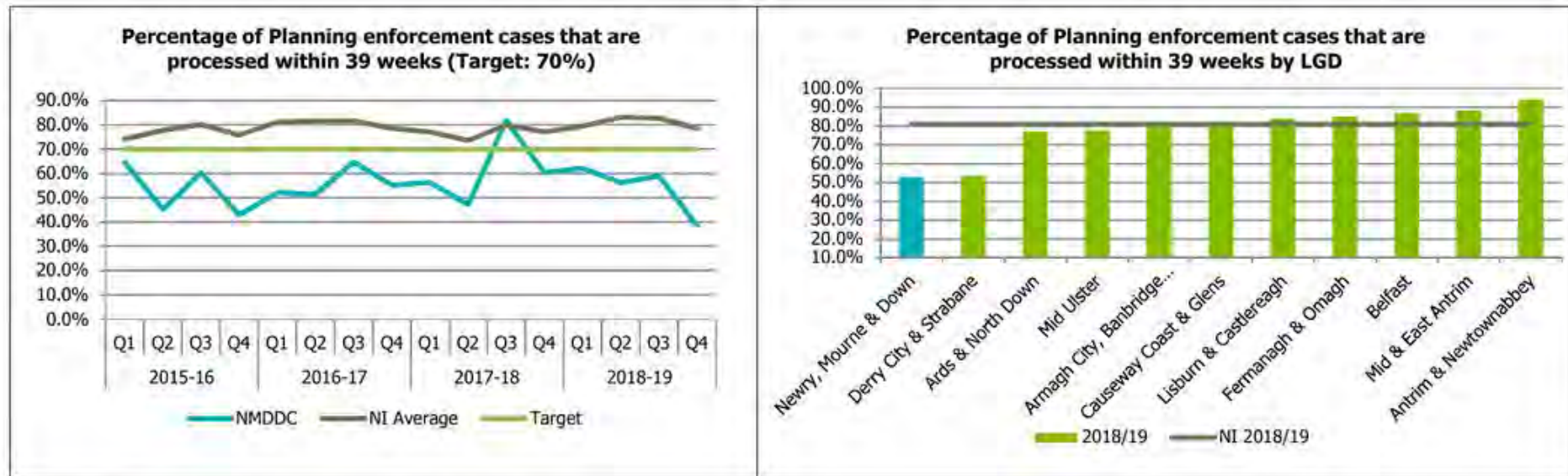
Corporate Objective

Protect our natural and built environment

Key Actions	Status	Progress
Close our existing landfill sites		Aughnagun and Drumnakelly landfill sites closed in 2015 and 2016.
Better manage the District's waste		Since 2015-16, the Council increased the rate of recycling by 12.3% to 51.2%, exceeding the statutory standard of 50% by 2020, and achieving the second highest increase in the rate of recycling across Northern Ireland. The Council also reduced the amount of biodegradable municipal waste that is sent to landfill by 88.7% to 1,845 tonnes, exceeding the 2018-19 statutory standard by 91.7%. These improvements may be attributed to the introduction of a number of initiatives, including the 'Recycle Right' campaign and issuing brown bins and kitchen caddies to all households.
Reduce the risk of flooding in high risk areas		The Council continues to collaborate with the Rivers Agency regarding areas of high risk flooding, and will ensure that flood mitigation and prevention is incorporated into the Local Development Plan. In partnership with NI Water, the Council completed the Camlough Lake Rehabilitation Scheme in May 2017.
Protect the District's rich natural and built heritage		The Council remains committed to complying with the statutory duty of biodiversity and the updated Local Action Plan 2018-22, which was recently launched, seeks to protect and enhance biodiversity across the District. Through the two year Heritage Lottery Funded Bee-licious project, which completed in June 2019, seven sites were improved for pollinators. This included improvements at five sites during 2018-19, with fruit trees and

		<p>native woodland bulbs being planted in Clonallon Park, Warrenpoint and wildflower meadows being created at Newry Leisure Centre, Kilclief, Slieve Gullion and Hanna's Close, Kilkeel.</p> <p>As the lead partner on the €8.3m CANN (Collaborative Action for the Natura Network), the Council launched the project in July 2018, and is working with 11 partner organisations to help restore natural habitats and protect endangered species at selected sites across Northern Ireland and Scotland.</p>
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Measure of Success	2015-16		2016-17		2017-18		2018-19		Status Trend	Explanatory Note
Level of waste to landfill – zero waste to landfill across the District (tonnes)	Target	Actual	Target	Actual	Target	Actual	Target	Actual		Since 2015-16, the amount of biodegradable local authority collected municipal waste that is sent to landfill reduced by 88.7% to 1,845 tonnes, and the Council exceeded the 2018-19 target set by 91.7%.
	<26,396	16,265	<25,036	5,393	<23,675	2,612	<22,314	1,845		
Completion of flood defences at Camlough Lake	-		-		Complete		-			The Camlough Lake Rehabilitation Scheme completed in May 2017.
(Statutory PI) 70% of planning enforcement cases processed within 39 weeks	Target	Actual	Target	Actual	Target	Actual	Target	Actual		Whilst the percentage of enforcement cases processed within 39 weeks steadily improved between 2015-16 and 2017-18, reaching 59.9%, this has reduced by 7% to 52.9% in 2018-19, falling well below the current regional average of 81%. The Council is ranked 11/11 across Northern Ireland for processing planning enforcement cases within 39 weeks.
	70%	54.1%	70%	56.1%	70%	59.9%	70%	52.9%		







Performance Improvement Objective

Create a cleaner, greener, more attractive District

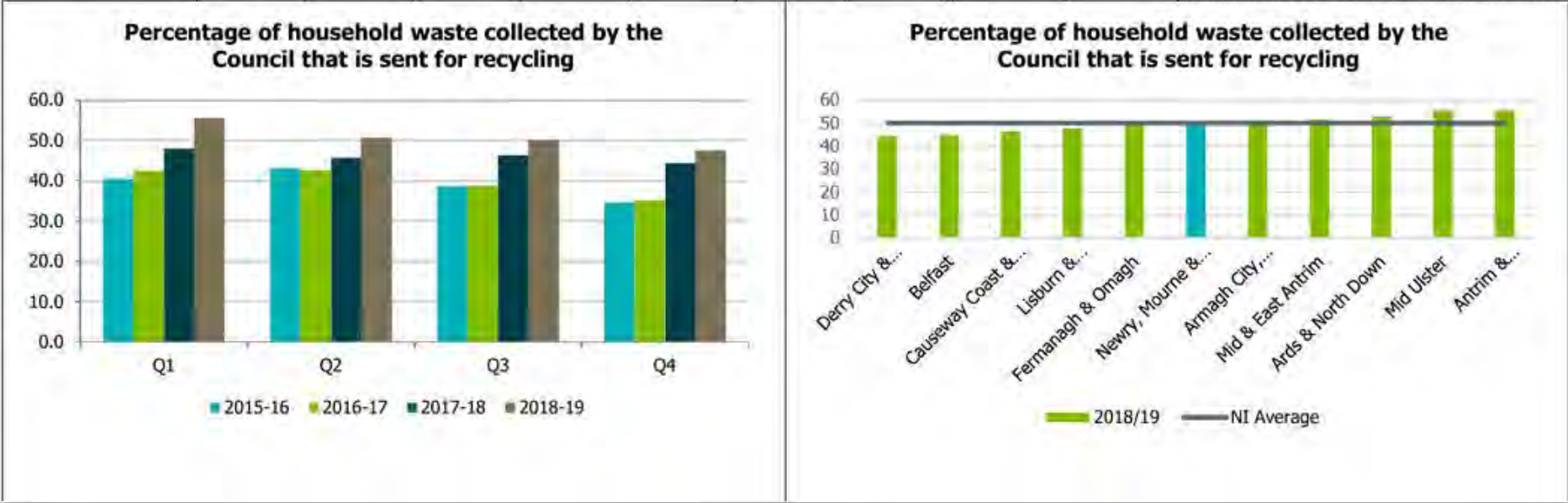
Supporting action	Status	Progress
Develop the 'Neighbourhood Services' initiative, including the launch of a dedicated telephone number and online channels to report issues around street cleanliness, refuse collection and environmental crime	😊	The (Officer) Neighbourhood Services Transformation Project Board has been established and the Programme Co-ordinator commenced employment in February 2019. The Council has been proactive in researching best practice models across the UK and officers are currently developing a business case for the Neighbourhood Services Transformation project. The Terms of Reference for the (Elected Member) Neighbourhood Services Transformation Working Group have been agreed, and during 2018-19, two meetings took place to provide a political steer on the project.




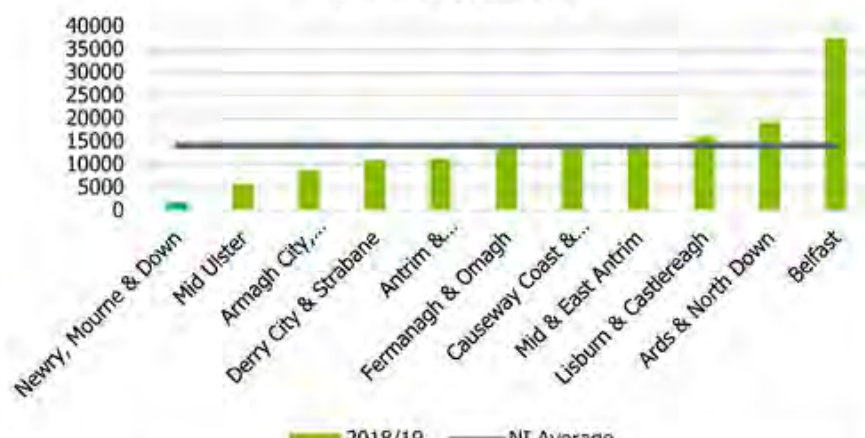

<p>Increase and support public participation in local Clean Up Campaigns and initiatives such as 'Down Your Street - Live Here Love Here'</p>		<p>The Council actively supports voluntary clean ups by loaning equipment, such as litter pickers, bags, vests and gloves, and removing the waste collected. During 2018-19, the Council assisted around 100 clean-ups which were carried out by local schools, community groups and businesses, and supported events organised by Keep Northern Ireland Beautiful, such as the Big Spring Clean and Coca Cola Clean Coasts.</p> <p>Through the 'Down Your Street – Live Here Love Here' initiative, the Council also awarded £13,815 towards seven projects, including the Kilclief Beach Restoration and Delamont Outdoor Classroom.</p>
<p>Monitor levels of street cleanliness across the District</p>		<p>Similar to 2017-18, the 2018-19 LEAMS (Local Environmental Audit and Management System) score for the Newry, Mourne and Down remains at 72, and is slightly above the average regional LEAMS score of 71. This represents a significant improvement since April 2018, when Keep Northern Ireland Beautiful carried out an additional Cleaner Neighbourhood Survey, which resulted in a LEAMS score of 66 across the District. In response to the reduced LEAMS score, the Council developed and implemented the Dog Fouling Strategy and public campaign to encourage responsible dog ownership, which may have had a positive impact on the improved levels of cleanliness. An Enforcement Improvement Plan is also being developed to co-ordinate the Council's response to the enforcement of illegal dumping, littering and dog fouling.</p>
<p>Undertake targeted awareness raising to communicate the detrimental impact of environmental crime and the importance of recycling</p>		<p>The Council actively works with schools, community groups and volunteers to promote environmentally friendly practices by engaging visitors at festivals and carrying out leaflet drops in various neighbourhoods across the District. During 2018-19, progress included:</p> <ul style="list-style-type: none"> • Launching the 'Recycle Right' campaign to encourage residents to recycle effectively.

		<ul style="list-style-type: none"> • Organising 105 visits to schools and community groups to deliver talks on waste management and recycling. • Ensuring all schools in the District are registered with the Eco Schools Programme, with 40 schools holding the green flag award • Hosting the Chairperson's Green Flag reception for schools which have received their first green flags. Six of the ten schools which received their first flag attended the reception. • Organising two Eco Schools Teacher information events, which teachers from 44 schools attended. • Hosting the annual schools calendar competition which 65 schools took part in. This competition promotes the benefits of recycling and environmental issues to children and young people. • Distributing 15,000 copies of the calendar, free of charge to the 130 schools across the District. The inside two pages of the calendar provide information in relation to dog fouling and blue and brown bin recycling.
Increase the recycling rate and reduce the amount of waste going to landfill		Between 2017-18 and 2018-19, the Council increased the rate of recycling by 5.1% to 51.2%, achieving the highest increase in the rate of recycling across Northern Ireland. The Council also decreased the amount of biodegradable local authority collected municipal waste by 29%, to 1,845 tonnes. This is coupled with the fact that 86% of residents state that recycling is important to them, and that they always recycle or do their best to recycle. Only 3% of residents state that recycling is not important to them and that they never recycle.
Standardise how glass is collected across the District		Since April 2019, the collection of glass in blue bins has been standardised across the legacy Down and legacy Newry and Mourne Districts.
Open the Downpatrick Household Recycling Centre in Q4 2018-19		The Downpatrick Household Recycling Centre has been subject to delay and is currently scheduled to open in Q2 2019-20.

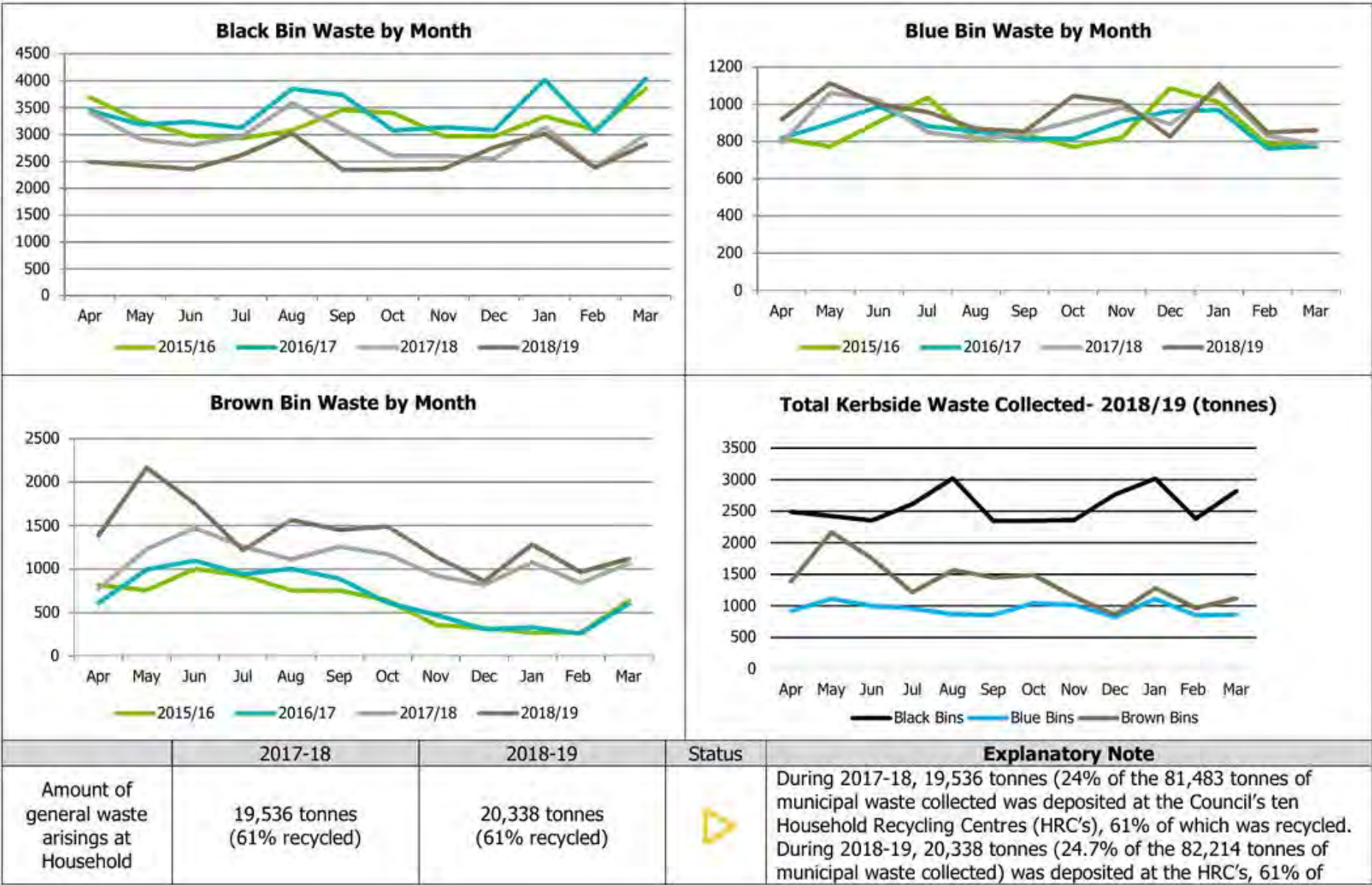
Review Household Recycling Centres across the District, in relation to opening hours, entrance and usage, receipt of waste and license conditions		The review of the Household Recycling Centres is well underway. During 2018-19, the Council developed proposals to standardise access to and usage of these facilities, targeting an overall reduction in the amount of residual waste being processed. These proposals were considered by the Neighbourhood Services Committee in June 2019, and implementation will commence during Q2 2019-20.
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Measure of Success	2015-16		2016-17		2017-18		2018-19		Status Trend	Explanatory Note
(Statutory PI) Percentage of household waste collected that is sent for recycling	Target	Actual	Target	Actual	Target	Actual	Target	Actual	 	Since 2015-16, the Council increased the overall rate of recycling by 12.3% to 51.2%, exceeding the 50% target by 2020. The current rate of recycling is also above the regional average of 50%, and the Council is ranked 6/11 across Northern Ireland.
	50% by 2020	38.9%	50% by 2020	40.1%	50% by 2020	46.1%	50% by 2020	51.2%		



(Statutory PI) Amount of biodegradable municipal waste that is landfilled (tonnes)	Target	Actual	Target	Actual	Target	Actual	Target	Actual	 	Since 2015-16, the Council decreased the amount of biodegradable local authority collected municipal waste that is sent to landfill by 88.7% to 1,845 tonnes, which falls well below the regional average of 13,961 tonnes. The Council is currently the best performing Council across Northern Ireland, exceeded the 2018-19 target set by 91.7%.
	<26,396	16,265	<25,036	5,393	<23,675	2,612	<22,314	1,845		
Amount of biodegradable municipal waste that is landfilled (tonnes)					Amount of biodegradable municipal waste that is landfilled (tonnes)					
										
(Statutory PI) Amount of Local Authority Collected Municipal Waste arisings (tonnes)	Target	Actual	Target	Actual	Target	Actual	Target	Actual		Since 2015-16, the amount of local authority collected municipal waste arisings decreased by 2.7% to 82,214 tonnes, which falls below the regional average of 89,858 tonnes. However, whilst there was a slight increase of 0.9% between 2017-18 and 2018-19, the Council remains
	-	84,459	-	82,723	-	81,483	-	82,214		





Recycling Centres				which was recycled. Through the review of the HRC's, the Council aims to increase segregation efficiency to 70% recycling by 2022.
Percentage of bins collected on their scheduled day	Baseline data to be established			 In the absence of a Management Information System, the Council is currently unable to capture the percentage of bins collected on their scheduled day. Work is underway to gather and analyse routes completion rates, and this performance measure has therefore been amended for 2019-20. In the interim, the Council has been proactive in publicising bin collection information, by issuing a bespoke refuse collection calendar to all households, with specific black, blue and brown bin collection days, introducing an online postcode search facility on the website for refuse collections and implementing a customer services system to track changes in bin routes.
Level of street cleanliness across the district	Actual Aug 2017	Actual Apr 2018	Actual Aug 2018	
	72	66	72	
				Through the Cleaner Neighbourhoods Surveys, which are carried out by Keep Northern Ireland Beautiful on an annual basis, the LEAMS score for the District has remained the same over the past two years. However, the LEAMS score had dipped slightly in August 2018, largely due to increased levels of littering and dog fouling, and has since increased by six points. This improvement may be attributed to the continued implementation of the Dog Fouling Strategy and public campaign to encourage responsible dog ownership.

*2018-19 data in relation to the statutory and self imposed performance indicators for waste management remains provisional, as the end of year data is currently being validated by DAERA, and will be published in Q3 2019-20.





Community Planning Outcome



All people in Newry, Mourne and Down live in respectful, safe and vibrant communities

Corporate Objective

Empower and improve the capacity of our communities


Key Actions	Status	Progress
Establish seven new Community Fora based on District Electoral Areas (DEAs) to allow for engagement and reporting at a local level		Operational since September 2015, the seven DEA Fora have successfully facilitated effective engagement, participation and locality based working between Elected Members, statutory partners and representatives from the community, voluntary and business sectors. During 2018-19, the DEA Forums held a total of 154 meetings, including 21 community engagement events, which focused on themes such as crime prevention, health and wellbeing and external funding. Each Forum is also focused on implementing their respective DEA Action Plan, which is aligned to, and seeks to facilitate the delivery of community planning outcomes at a local level.
Explore the potential for the community management of current Council facilities		The Council completed a review of community centres, which examined how communities are supported through the provision of community facilities, with the overall aim of delivering more equitable service provision to all groups and communities. The recommendations from the review have been approved and FMA's (Facilities Management Agreement) and SLA's (Service Level Agreement) have now been extended to cover a for a four year period. Applications for SLA's are open to all community and voluntary groups which are responsible for managing a community facility and applications for FMA's will also take into account a number of factors including size, proximity to other premises and the programme of activities available.







Develop a community engagement strategy for all aspects of Council services		The Community Engagement Strategy has been adopted and is supported by the corporate Consultation and Engagement Framework and Toolkit.
Develop and deliver a Community Support Plan (formerly the responsibility of the DSD)		The Community Support Plan has been developed and is in the process of being delivered. Significant progress has been made in supporting Community Advice Newry, Mourne and Down (formerly Citizens Advice, Newry, Mourne and Down), delivering the Council's Financial Assistance Scheme and reviewing community centre provision across the District.



Measure of Success	Status	Explanatory Note
Community Plan completed and published by mid 2016		The Community Plan for Newry, Mourne and Down was published in April 2017 and formally launched in October 2017. The Statement of Progress in delivering the Community Plan is currently being prepared, for submission to the Department for Communities in Q3 2019-20.
7 Community Forums established across the entire District with associated action plans		The seven DEA Forums have been operational since September 2015 and are currently made up of 41 Elected Members and 43 independent members, representing networks across the voluntary, community and business sectors. The implementation of the DEA Action Plans, which seek to address local issues and facilitate the achievement of community planning outcomes, are ongoing.


Performance Improvement Objective

Encourage and empower local communities to participate in Council engagement structures

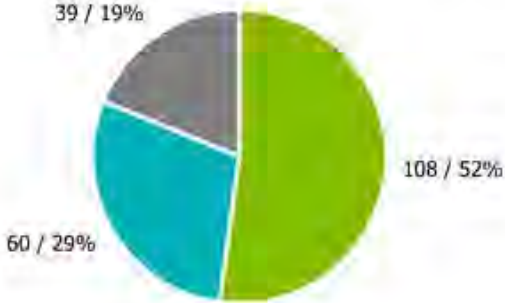


Supporting action	Status	Progress
Strengthen the level of engagement and participation in the following structures in 2018-19:		Of the 207 places currently occupied on the five community engagement structures, 60 (29%) are taken by Elected Members, 39 (19%) by statutory sector partners and 108 (52%) by representatives from the voluntary, business and community sectors. Through regular meetings and capacity building events, stakeholders have the opportunity to inform and influence the local decision-making process by collaborating with the Council to make a positive impact across key thematic areas, including community safety, good relations, community development and health and wellbeing.

Policing and Community Safety Partnership (PCSP)		With a total of 26 members, the PCSP is made up of 10 Elected Members, 9 Independent Members and 7 statutory organisations, including the NI Housing Executive and Southern Health and Social Care Trust. The PCSP and Policing Committee meet on a bi-monthly basis, and the PCSP is responsible for leading the implementation of the PCSP Action Plan.
Neighbourhood Renewal Partnerships		With a total of 56 members, the Newry and Downpatrick Neighbourhood Renewal Partnerships are made up of 23 statutory organisations and 33 representatives from the voluntary and community sectors. Both Neighbourhood Renewal Partnerships generally meet on a bi-monthly basis, with regular thematic meetings taking place, and are responsible for leading the implementation of their respective Action Plans.
DEA Forums		The seven DEA Forums are currently made up of 84 members, including 41 Elected Members and 43 Independent Members, representing networks across the statutory, voluntary, community and business sectors. The DEA Forums generally meet on a bi-monthly basis and hold around 3 public engagement events per annum.
Peace IV Partnership		With a total of 23 members, the PEACE IV Partnership is made up of 9 Elected Members, 9 social partners and 5 statutory organisations, including the PSNI and Education Authority. The partnership meets on a monthly basis and is responsible for leading the implementation of the £4.7m Peace IV Programme which aims to promote peace and reconciliation across the themes of 'children and young people', 'shared spaces and services' and 'building positive relationships'.
Community and Voluntary Sector Strategic Stakeholder Forum		The Strategic Stakeholder Forum is made up of 18 representatives from the Community and Voluntary Sector, including the Confederation of Community Groups, County Down Rural Community Network and Volunteer Now. The Forum meets on a quarterly basis and is aligned to the community planning structures for Newry, Mourne and Down.
Reduce the risk of being burgled and address the fear of crime by promoting the Neighbourhood Watch,		At present, there are 175 Neighbourhood Watch Schemes across the District, with over 6,000 registered homes. At the end of 2018-19, the 258 registered users with the 'Good Morning, Good Neighbour' scheme had received a total of 42,029 calls, and 5,754 devices were fitted to 637 homes through the 'Home Secure' scheme. The Residents

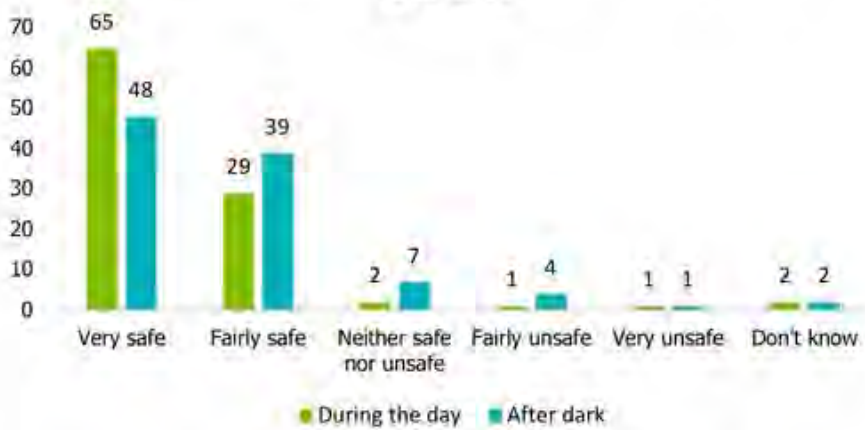
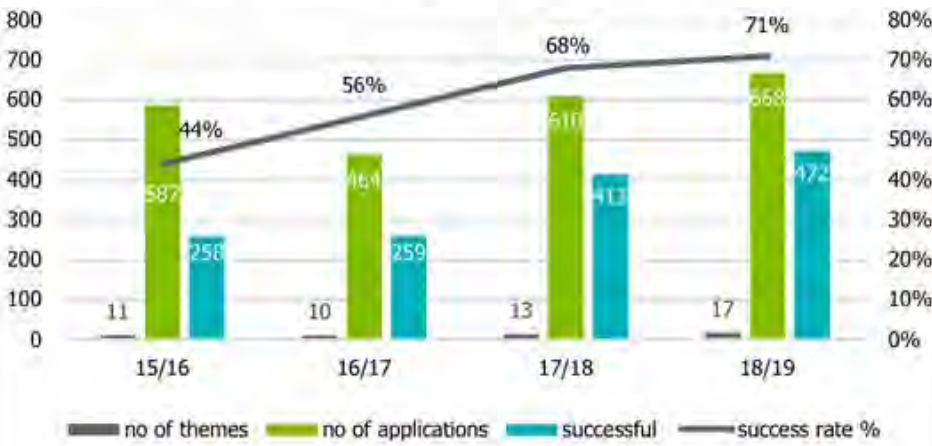
'Good Morning, Good Neighbour' and 'Home Secure' schemes		Survey also reveals that 94% of residents feel safe in their local area during the day and 87% feel safe after dark.
Through the Financial Assistance Scheme, support local community and voluntary groups to deliver projects across key areas including festivals, sports development, community engagement, good relations, community safety and Irish Language		Since 2015-16, the Council has awarded almost £4.5m to over 1,400 applications through the Financial Assistance Scheme, with 59% of the funding being allocated towards capital projects. The most popular themes amongst applicants have consistently been 'community engagement', 'major/minor events' and 'sports development', whereby the annual demand exceeds the funding available. During 2018-19, the Council awarded over £1.5m to 472 applications across 17 themes, including good relations, community safety, Irish language, community engagement and Christmas illuminations*. Of the 326 evaluation questionnaires returned by successful applicants, 80% indicated that, without financial assistance from the Council, their project would not have taken place, and 96% were satisfied with the level of support received from the Programmes Unit.
Positively engage local groups in Council initiatives, including young people, older people and black and minority ethnic communities		<p>The Council continues to proactively engage young people, older people and black and minority ethnic communities in a diverse range of initiatives:</p> <ul style="list-style-type: none"> • The Newry, Mourne and Down Traveller Forum meets on a quarterly basis and champions Traveller rights across the District. • The PEACE IV media campaign, which was recently launched, seeks to combat racism and dispel myths and misconceptions around BME communities. • The Minority Communities Fund, which was approved in January 2019, aims to support the Protestant, Unionist and Loyalist (PUL) and Black and Minority Ethnic (BME) communities in delivering initiatives to promote cultural expression and positive engagement. • Newry, Mourne and Down has been designated as an age friendly District and the Council joined the World Health Organisation Global Network for Age Friendly Cities and Communities in September 2018. Newry is currently working towards becoming a dementia friendly city and the Council continues to facilitate the Age Friendly Alliance and two Older Persons Forums.

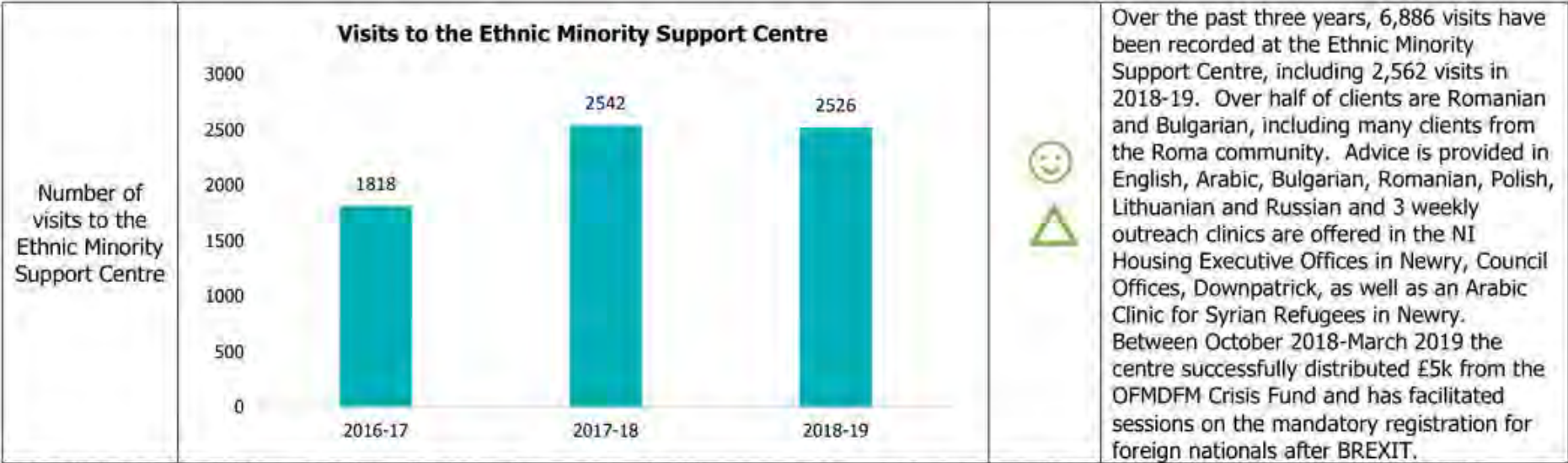
		<ul style="list-style-type: none"> • The Council organised a number of events in October 2018 to celebrate Positive Ageing Week, with over 600 older people taking part in events including the Silver Screening in the Mournes and Tea Dance in Warrenpoint. • Ongoing support is provided to the Down and Newry and Mourne Youth Councils in organising the annual YAFTA's (Youth and Future Talent Awards), which recognises the contribution of young people in the community. Around 200 people attended the YAFTA's celebration event in March 2019.
Strengthen community engagement in local decision-making through 'participatory budgeting' pilot projects		Two participatory budgeting pilot schemes were held in October and November 2018, engaging 180 individuals from 26 community groups and providing a total of £10,500 towards 21 successful projects. 5,500 votes were cast during both pilots and feedback has been very positive, with 100% of respondents agreeing that they found the process easy and 88% agreeing that the process was worthwhile, and they would do it again. The Council and its community planning partners have allocated £24k to further progress participatory budgeting initiatives during 2019-20.

Measure of success	2018-19	Status	Explanatory note																																				
Number of meetings and public engagement events	<p>Level of Activity by Community Engagement Structure</p> <table><caption>Approximate data from 'Level of Activity by Community Engagement Structure' chart</caption><thead><tr><th>Category</th><th>DEA Forums</th><th>PCSP</th><th>Strategic Stakeholder Forum</th><th>Neighbourhood Renewal Partnerships</th><th>Peace IV Partnership</th></tr></thead><tbody><tr><td>Programmes</td><td>50</td><td>10</td><td>5</td><td>5</td><td>5</td></tr><tr><td>Partnership/Forum Meetings</td><td>150</td><td>20</td><td>10</td><td>10</td><td>10</td></tr><tr><td>Events supported</td><td>90</td><td>20</td><td>10</td><td>10</td><td>10</td></tr><tr><td>Events</td><td>100</td><td>20</td><td>10</td><td>10</td><td>10</td></tr><tr><td>Capacity Building Events</td><td>30</td><td>10</td><td>5</td><td>5</td><td>5</td></tr></tbody></table> <p>■ DEA Forums ■ PCSP ■ Strategic Stakeholder Forum ■ Neighbourhood Renewal Partnerships ■ Peace IV Partnership</p>	Category	DEA Forums	PCSP	Strategic Stakeholder Forum	Neighbourhood Renewal Partnerships	Peace IV Partnership	Programmes	50	10	5	5	5	Partnership/Forum Meetings	150	20	10	10	10	Events supported	90	20	10	10	10	Events	100	20	10	10	10	Capacity Building Events	30	10	5	5	5		<p>During 2018-19, the five community engagement structures organised or supported around 596 meetings, events and programmes, which attracted over 8,000 attendances. This included 224 partnership/forum meetings and public engagement events, which focused on key themes such as community safety, health and wellbeing and car parking, with the majority of meetings being facilitated through the seven DEA Forums. 148 events were also organised across the District, with 120 people taking part in events during Men's Health Week, 320 attending the Senior Shin Dig and 300 taking part in the Mourne Mountain Adventure. In addition, support was provided towards a range of events, such as the Inter-Church Symposium and MELA Intercultural Festival, whilst 40 capacity building sessions were delivered, many of which focused on financial assistance. 71 programmes were also organised, including the Warrenpoint Community Garden Programme, Shared Schools Programme and Youth Leadership Trailblazers**.</p>
Category		DEA Forums	PCSP	Strategic Stakeholder Forum	Neighbourhood Renewal Partnerships	Peace IV Partnership																																	
Programmes		50	10	5	5	5																																	
Partnership/Forum Meetings		150	20	10	10	10																																	
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Events	100	20	10	10	10																																		
Capacity Building Events	30	10	5	5	5																																		
Number of events delivered																																							
Number of events supported																																							
Number of capacity building programmes																																							

The effectiveness of Council run community engagement structures in facilitating stakeholder participation	<div><p>Stakeholder Representation on Community Engagement Structures</p><table><tr><th>Category</th><th>Count</th><th>Percentage</th></tr><tr><td>Independent Representatives</td><td>108</td><td>52%</td></tr><tr><td>Elected Members</td><td>60</td><td>29%</td></tr><tr><td>Statutory Partners</td><td>39</td><td>19%</td></tr></table><p>■ Independent Representatives ■ Elected Members ■ Statutory Partners</p></div>			Category	Count	Percentage	Independent Representatives	108	52%	Elected Members	60	29%	Statutory Partners	39	19%		Similar to 2017-18, the majority of places occupied on the five community engagement structures are taken by representatives from the community, voluntary and business sectors. This demonstrates the Council’s commitment to facilitating effective stakeholder participation and working in partnership to shape and influence the future of the District. Of the 207 places currently occupied on the community engagement structures, 60 (29%) are taken by Elected Members, 39 (19%) by statutory sector partners and 108 (52%) by representatives from the voluntary, business and community sectors. As the Strategic Stakeholder Forum was included in 2018-19, the total number of places and representation from the community, voluntary and business sectors on the community engagement structures has increased.
	Category	Count	Percentage														
Independent Representatives	108	52%															
Elected Members	60	29%															
Statutory Partners	39	19%															
Number of Neighbourhood Watch Schemes	<div><div>2016-17</div><div>150</div></div>	<div><div>2017-18</div><div>177</div></div>	<div><div>2018-19</div><div>175</div></div>	 <div>Over the past three years, the number of Neighbourhood Watch Schemes increased from 150 to 175. During 2018-19, the Council hosted three Neighbourhood Watch Network meetings, with an average of 80 attendees at each meeting.</div>													

<p>Number of beneficiaries of the 'Home Secure' scheme</p>	<p>Homes secured by DEA</p> <table border="1"><thead><tr><th>Area</th><th>2017-18</th><th>2018-19</th></tr></thead><tbody><tr><td>Crotlieve</td><td>37</td><td>62</td></tr><tr><td>Downpatrick</td><td>32</td><td>54</td></tr><tr><td>Newry</td><td>118</td><td>190</td></tr><tr><td>Rowallane</td><td>44</td><td>40</td></tr><tr><td>Slieve Croob</td><td>29</td><td>28</td></tr><tr><td>Slieve Gullion</td><td>100</td><td>108</td></tr><tr><td>The Mournes</td><td>114</td><td>155</td></tr></tbody></table> <p>2017-18 2018-19</p>	Area	2017-18	2018-19	Crotlieve	37	62	Downpatrick	32	54	Newry	118	190	Rowallane	44	40	Slieve Croob	29	28	Slieve Gullion	100	108	The Mournes	114	155	<p>Between 2017-18 and 2018-19, the number of homes secured increased from 474 to 637, and the number of devices fitted increased from 4,078 to 5,754. Over the past two years, the majority of homes secured were in the Newry and Mournes DEA's whilst the Slieve Croob and Downpatrick DEA's reported the lowest number of homes secured. During 2018-19, the most popular devices fitted were window alarms (2,581), external PIR light batteries (355), padlock alarms (340) and oil tank bars (335).</p>
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<p>Number of beneficiaries of the 'Good Morning, Good Neighbour' scheme</p>	<p>Good Morning Good Neighbour Scheme</p> <table border="1"><thead><tr><th>Metric</th><th>2017-18</th><th>2018-19</th></tr></thead><tbody><tr><td>Registered users</td><td>303</td><td>258</td></tr><tr><td>Registered volunteers</td><td>110</td><td>51</td></tr><tr><td>New volunteers</td><td>8</td><td>22</td></tr><tr><td>New referrals</td><td>80</td><td>63</td></tr></tbody></table> <p>2017-18 2018-19</p>	Metric	2017-18	2018-19	Registered users	303	258	Registered volunteers	110	51	New volunteers	8	22	New referrals	80	63	<p>Between 2017-18 and 2018-19, the number of registered users of the 'Good Morning Good Neighbour' scheme decreased from 303 to 258, and the number of calls made also decreased from 44,584 to 42,029. The number of volunteers registered on the scheme also reduced from 110 to 51 whilst the number of new volunteers recruited increased from 8 to 22. The number of new referrals also reduced from 80 to 63.</p>									
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<p>Percentage of residents who feel safe in their local area</p>	<p>% of residents who feel safe when outside in their local area</p>  <table><tr><th>Category</th><th>During the day (%)</th><th>After dark (%)</th></tr><tr><td>Very safe</td><td>65</td><td>48</td></tr><tr><td>Fairly safe</td><td>29</td><td>39</td></tr><tr><td>Neither safe nor unsafe</td><td>2</td><td>7</td></tr><tr><td>Fairly unsafe</td><td>1</td><td>4</td></tr><tr><td>Very unsafe</td><td>1</td><td>1</td></tr><tr><td>Don't know</td><td>2</td><td>2</td></tr></table>	Category	During the day (%)	After dark (%)	Very safe	65	48	Fairly safe	29	39	Neither safe nor unsafe	2	7	Fairly unsafe	1	4	Very unsafe	1	1	Don't know	2	2	<p>😊</p> <p>The 2018 Residents Survey revealed that 94% of residents feel 'very safe' or 'fairly safe' in their local area during the day, compared to only 2% of residents who feel 'very unsafe' or 'fairly unsafe'. 87% of residents feel 'very safe' or 'fairly safe' in their local area after dark, compared to 5% of residents who feel 'very unsafe' or 'fairly unsafe'. Residents living in rural areas are more likely to feel safe in their local area during the day and after dark.</p>				
Category	During the day (%)	After dark (%)																									
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<p>Number and percentage of financial assistance projects funded and successfully delivered</p>	<p>Financial Assistance applications 'received' v 'success rate'</p>  <table><tr><th>Year</th><th>no of themes</th><th>no of applications</th><th>successful</th><th>success rate %</th></tr><tr><td>15/16</td><td>11</td><td>587</td><td>258</td><td>44%</td></tr><tr><td>16/17</td><td>10</td><td>464</td><td>259</td><td>56%</td></tr><tr><td>17/18</td><td>13</td><td>610</td><td>410</td><td>68%</td></tr><tr><td>18/19</td><td>17</td><td>668</td><td>472</td><td>71%</td></tr></table>	Year	no of themes	no of applications	successful	success rate %	15/16	11	587	258	44%	16/17	10	464	259	56%	17/18	13	610	410	68%	18/19	17	668	472	71%	<p>😊 ⚠️</p> <p>The overall success rate of applicants to the Council's Financial Assistance Scheme continues to increase, with 71% of the 668 applications being awarded £1.56m in 2018-19. This represents a 27% increase in the overall success rate since 2015-2016, demonstrating the positive impact of the ongoing mentoring support and annual capacity building sessions delivered by the Council. Whilst the number of financial assistance themes has increased from 11 to 17, there were significant shortfalls between the amounts of funding requested and funding available, particularly for Major/ Minor events and festivals (50%), Irish Language (50%), Sports Development (50%), Community Engagement (49%) and Summer Schemes (49%).</p>
Year	no of themes	no of applications	successful	success rate %																							
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*The 2018-19 baseline data collated in relation to the community engagement structures remains indicative, and the methodology and data collection processes will continue to be strengthened in future years.



**The Financial Assistance Scheme is delivered through internal and external funding streams.

Self imposed performance indicators – continued

Corporate Objective

Advocate on your behalf specifically in relation to those issues that really matter to you





Key Actions	Status	Progress
Establish a new Community Planning Partnership as a means to engage and involve statutory partners as well as communities in developing the District		The Community Planning Partnership meets three times per annum and is supported by Thematic Groups, Stakeholder Forum and seven DEA Forums, which include representatives from the voluntary, community and business sectors, and involve local communities through public engagement events. The community planning governance structures have been reviewed and streamlined, to enable the PCSP, Skills/Economic Forum and Tourism Forum to lead the delivery of outcomes around safer communities and economic wellbeing. The thematic group for 'Lifelong Health and Wellbeing' will progress issues around mental health, preventing disease, holiday hunger and participatory budgeting, and the thematic group for 'Sustainable Environment' will progress issues around housing, transport, traffic congestion and asset mapping.
Attract public sector jobs to the District		The creation of jobs locally, including public sector employment is a key priority outlined within the Council's Economic Regeneration and Investment Strategy. The Council works closely with all Government Departments to ensure current public sector positions are retained, and the District continues to grow as a base for Public Sector services and employment.
Advocate for the introduction of high-speed broadband and enhanced mobile infrastructure across the District		Across Northern Ireland, 95% of premises have access to services that can deliver decent broadband, with 89% of premises having superfast broadband and 38% of premises having ultrafast broadband. Whilst the percentage of premises in the District with access to superfast broadband has increased from 73% in 2016 to 83% in 2018, this falls below the current regional average of 89%, with Newry, Mourne and Down having the third lowest coverage across Northern Ireland. Furthermore, only 4% of premises have access to ultrafast broadband, which falls below the regional average of 38%, with Newry,


		Mourne and Down having the second lowest coverage across Northern Ireland. This is largely reflective of the fact that faster services and speeds are available in more densely populated, urban areas and the Council continues to advocate for improved digital infrastructure across the District.
Lobby for the improvement of roads within and across the District		The Council hosts two meetings per annum with the Department for Infrastructure to highlight the improvements required to the roads infrastructure across the District. DEA Forums also have regular liaison with the Department to highlight, log and address specific issues with regards to roads and street lighting within their respective areas.
Promote good health care provision for all citizens		<p>The Council is committed to promoting health and wellbeing outcomes for all citizens by:</p> <ul style="list-style-type: none"> • Facilitating the Wellbeing Action Partnership which promotes joined up working with local voluntary organisations. • Celebrating World Mental Health Day in October 2018 by holding two events for secondary school pupils which focused on '5 steps to wellbeing' and 'internet safety'. Feedback from both events was positive, with 100% of participants stating they learnt something from the event. • Organising training for frontline staff through the Virtual Dementia Bus in October 2018. • Joining the 'Breastfeeding Welcome Here' scheme on November 2018, with 40 buildings and Council owned community centres currently registered with the Scheme. • Working in partnership with the Southern Health and Social Care Trust to promote the 'Dailymile', which has reported a 32% increase in participation from local schools. • Working in partnership with the Chest, Heart and Stroke Association to organise free health checks for the public during April 2019, in Crossmaglen, Kilkeel and Newry. • Encouraging staff to wear pink to show their support for organ donation at an information event in September 2018.






Measure of Success	2018-19		Status Trend	Explanatory Note																																																								
Increased broadband and mobile coverage	<p>Percentage of premises in NMD unable to get 10Mbit/s download</p> <table><tr><th>Year</th><th>Percentage</th></tr><tr><td>2016</td><td>13%</td></tr><tr><td>2017</td><td>12%</td></tr><tr><td>2018</td><td>8%</td></tr></table>	Year	Percentage	2016	13%	2017	12%	2018	8%	<p>Percentage of properties in NMD >=30Mbit/s (Superfast)</p> <table><tr><th>Year</th><th>Percentage</th></tr><tr><td>2016</td><td>73%</td></tr><tr><td>2017</td><td>76%</td></tr><tr><td>2018</td><td>83%</td></tr></table>	Year	Percentage	2016	73%	2017	76%	2018	83%		Similar to the regional trend, broadband coverage in Newry, Mourne and Down is improving. However, 8% of premises are currently unable to access decent broadband, which is above the regional average of 5% and the third highest across Northern Ireland.																																								
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Improved roads infrastructure	<p>Road Improvement Schemes - Department for Infrastructure</p> <table><tr><th>Scheme Type</th><th>2016/17</th><th>2017/18</th><th>2018/19</th></tr><tr><td>Asphalt Resurfacing</td><td>35</td><td>15</td><td>15</td></tr><tr><td>Bitumen Macadam...</td><td>20</td><td>15</td><td>15</td></tr><tr><td>Surface Dressing</td><td>75</td><td>70</td><td>75</td></tr><tr><td>Footway Reconstruction</td><td>25</td><td>15</td><td>25</td></tr><tr><td>Drainage Maintenance...</td><td>65</td><td>85</td><td>65</td></tr><tr><td>Structures - ...</td><td>15</td><td>10</td><td>10</td></tr><tr><td>Structures - Maintenance...</td><td>10</td><td>10</td><td>10</td></tr><tr><td>Vehicle Restraint Systems</td><td>10</td><td>10</td><td>10</td></tr><tr><td>Rural Roads Initiative</td><td>75</td><td>75</td><td>75</td></tr><tr><td>Street Lighting Upgrade...</td><td>15</td><td>15</td><td>15</td></tr><tr><td>Minor Works</td><td>5</td><td>5</td><td>5</td></tr><tr><td>Pedestrian Measures</td><td>5</td><td>5</td><td>5</td></tr><tr><td>Traffic Management</td><td>75</td><td>85</td><td>65</td></tr></table> <p>■ 2016/17 ■ 2017/18 ■ 2018/19</p>		Scheme Type	2016/17	2017/18	2018/19	Asphalt Resurfacing	35	15	15	Bitumen Macadam...	20	15	15	Surface Dressing	75	70	75	Footway Reconstruction	25	15	25	Drainage Maintenance...	65	85	65	Structures - ...	15	10	10	Structures - Maintenance...	10	10	10	Vehicle Restraint Systems	10	10	10	Rural Roads Initiative	75	75	75	Street Lighting Upgrade...	15	15	15	Minor Works	5	5	5	Pedestrian Measures	5	5	5	Traffic Management	75	85	65		Over the past three years, the Department for Infrastructure completed a total of 1,035 road improvement schemes across the District, including 292 during 2018-19. The majority of improvements schemes have addressed issues around surface dressing, drainage maintenance and traffic management.
Scheme Type	2016/17	2017/18	2018/19																																																									
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Corporate Objective

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

Key Actions	Status	Progress
Become an Investors in People (IIP) and Customer Service Excellence (CSE) accredited organisation		It has been agreed that the Council will not proceed with CSE and IIP at this time.
Develop a strategic financial plan to meet the capital and revenue needs of the Council		The Council has adopted a four year Medium Term Financial Plan and Capital Budget, which are used to inform the rates process and manage the overall budget. The Council has also delivered significant improvements over the past four years in relation to the time taken to pay invoices, with the percentage of payments paid within 30 calendar days increasing from 63% in 2015-16 to 91% in 2018-19. These improvements may be attributed to an increase in the number of pay runs per month, from three to four.
Comprehensively review existing models of service delivery to identify more efficient ways of doing business		The IT, business support and Neighbourhood Transformation projects are well underway, supporting the delivery of more efficient and effective services to local communities. Working groups have been established to identify key issues and scope out specific programmes of work in relation to business transformation. The Efficiencies Working Group is also identifying initiatives to progress during the next term of Council.
Implement an Improvement Plan to transform existing Council operations		The Council published the Performance Improvement Plan 2018-19 and received a Certificate of Compliance from the Local Government Auditor. The Council is currently progressing the implementation of the 'proposals for improvement' which have been put forward by the Northern Ireland Audit Office over the past few years.

Measure of Success	Status	Explanatory Note
Increased citizen satisfaction		In September 2018, the Council carried out a Residents Survey, to establish a robust and reliable evidence base to support the development of the new Corporate Plan and future Performance Improvement Plans. A representative sample of 764 residents revealed that:

		<ul style="list-style-type: none"> • 87% are satisfied with the Council overall • 75% agree that the Council makes Newry, Mourne and Down a good place to live • 73% trust the Council • 61% believe the Council provides good value for money, which is above the GB average of 51% <p>It is anticipated that a further Residents Survey will be carried out during the second term of Council to track and monitor resident perceptions of the Council, satisfaction with Council services and the local area as a place to live.</p>
Increased employee satisfaction		The Council actively seeks to promote the health and wellbeing of employees and increase employee satisfaction. A Health and Wellbeing Working Group has been established to help promote a healthy, safe and supportive work environment. The group meets on a quarterly basis and is in the process of implementing the Health and Wellbeing Action Plan and Stress Audit Action Plan. Key achievements to date include the delivery of 'Dignity at Work' and 'Code of Conduct' training to all staff, 19 employees being trained in Mental Health First Aid and drafting an internal Communications Protocol. Employees can also access free or reduced rates at Council leisure, arts and heritage facilities, participate in the cycle-2-work scheme and attend regular drop in sessions on themes such as mindfulness, healthy eating and alcohol awareness.
Reduced absenteeism	 	In 2018-19, the Council recorded the lowest level of absenteeism since 2015-16. At 14.7 days lost per full time employee in total, this represents a significant reduction since 2016-17, when absenteeism had peaked at 17.33 days. This improvement can largely be attributed to a reduction in long term sickness absence, coupled with an increased focus on absenteeism at a management level, with regular reporting mechanisms in place between HR and line managers.
IIP/CSE accreditation		The Council agreed not to proceed with IIP/CSE accreditation.
Annual Improvement Plan validated by the Local Government Auditor		The Certificate of Compliance was received from the Local Government Auditor in relation to the Duty of Improvement 2018-19.

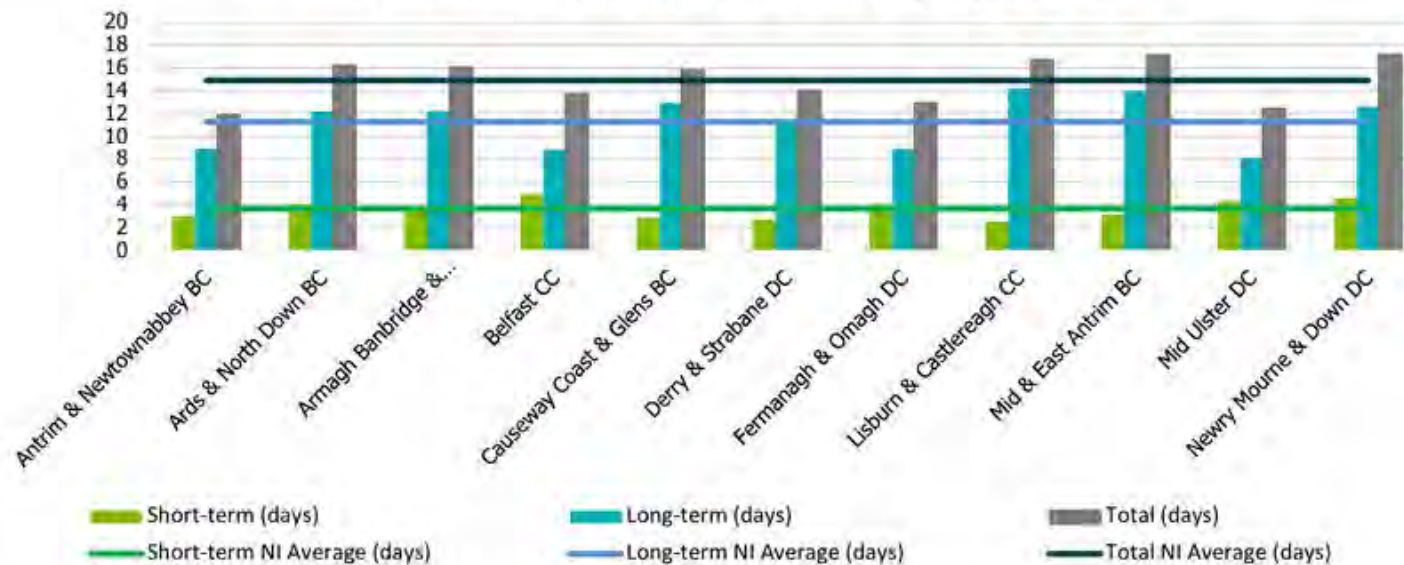
Absenteeism - Days lost per full time employee

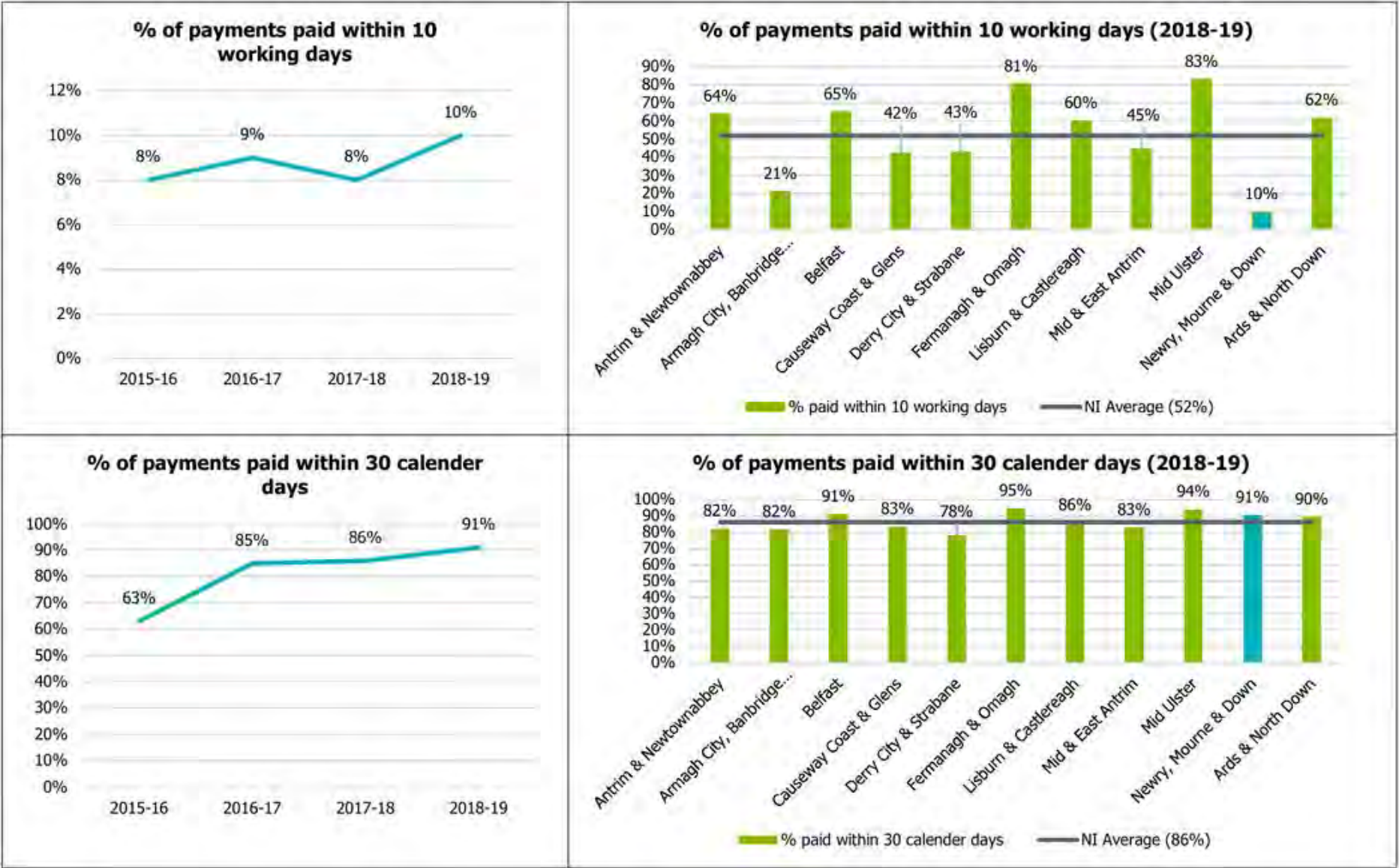


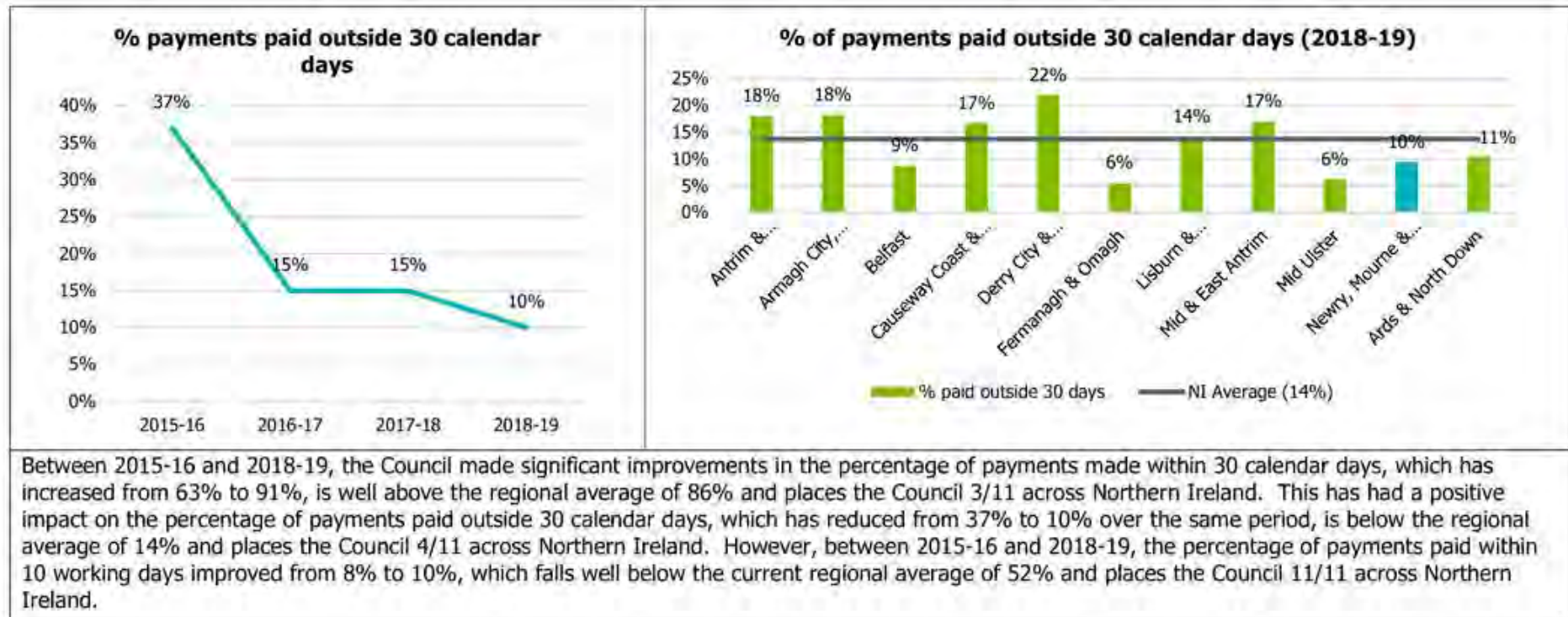
Over the past four years, the total number of days lost per employee reduced from 15.95 days in 2015-16 to 14.7 days in 2018-19. This includes a reduction in both long term and short term absenteeism per employee, particularly when compared to absenteeism levels in 2016-17. Significantly, 49.01% of employees had no recorded absence in 2018-19.

In 2017-18, the total number of days lost per employee was 17.1 days, which was well above the regional average of 14.89 days, ranking the Council 11/11 across Northern Ireland. Long term and short term absence at Newry, Mourne and Down was also above the regional averages in 2017-18.

NI Absenteeism - Days lost per full time employee 2017-18







In addition to the performance measures within the Corporate Plan, the Council continues to develop and agree suites of self imposed performance measures at all levels of the organisation, in line with the Business Planning and Performance Management Framework. This is evidenced through the:

- Agreed suites of performance measures within Directorate Business Plans.
- Agreed suites of performance indicators for Arts and Heritage, Building Control, Corporate Services, Community Development, Economic Development, Environmental Health, Environmental Services, Leisure and Planning, through the Association of Public Service Excellence (APSE).

As the Council's performance management arrangements continue to mature and embed, the self imposed performance indicators will be used to manage performance at all levels of the organisation, thereby facilitating the development of a performance improvement culture and delivering sustainable improvements for local communities.

Appendix 1 – Performance Scorecards

The Northern Ireland Audit Office has issued 'Performance Management for Outcomes: A Good Practice Guide for Public Bodies'. This guide provides an overview of the outcomes based approach and offers a framework for developing performance management processes to support the planning and delivery of public services. The Programme for Government and Community Plan for Newry, Mourne and Down have both been developed using the outcomes based approach, and performance scorecards are being used to set out:

- How much has been done
- How well it has been done
- Whether anyone is better off

In line with the guidance issued, Newry, Mourne and Down District Council has developed corporate performance scorecards for the following five outcomes which have been identified within the Performance Improvement Plan 2018-19:

- The Council meets landfill and recycling targets
- The Council provides a more efficient and effective Planning Service
- Community groups receive financial support towards meeting their objectives and delivering projects across a range of theme
- The local community benefits from an increase in business starts, the growth of local businesses and support for local enterprises
- Improved and accessible provision of indoor and outdoor sport, leisure and recreational fitness activities

Outcome: The Council meets landfill and recycling targets



How much did we do?



5.6m domestic bin collections provided to 66,164 households per annum.



Collection of glass in blue bins standardised and brown bins delivered to all households.



Deliver multiple education and awareness campaigns:

- 'Recycle Right' campaign
- Support 100 community clean ups per annum
- Host schools calendar competition
- Deliver talks on environmental issues to around 100 community groups and schools per annum
- **55%** of residents have used the Council's recycling services



How well did we do it?

Since 2015-16:

- Top **performing Council in NI** for the amount of biodegradable local authority collected municipal waste that is sent to landfill, exceeding the 2018-19 target by 91.7%.
- Rate of recycling is 51.2%, **exceeded the recycling target** (50% by 2020) and delivering the second greatest improvement (12.3%) across NI and the greatest improvement since 2017-18 (5.1%) across NI.
- Achieved **119%** increase in brown bin waste and 21% reduction in black bin waste.
- **93%** of residents are satisfied with the Recycling Service.

Percentage of household waste collected by the Council that is sent for recycling



Amount of biodegradable municipal waste that is landfilled (tonnes)



Is anyone better off?



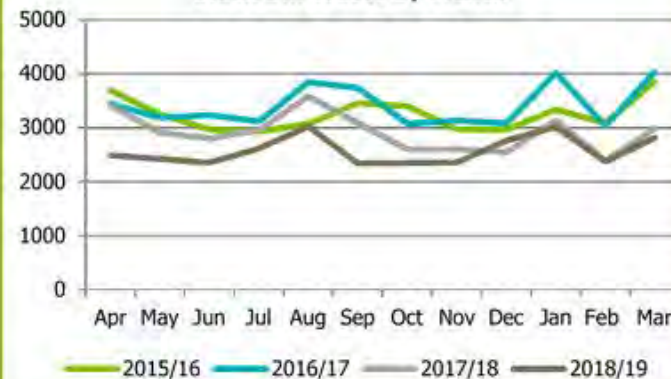
86% of residents state that recycling is important to them:

41% state recycling is very important to them and they do all recycling

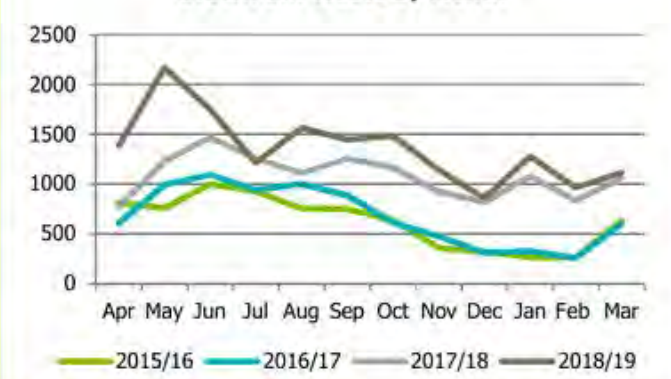
45% state that recycling is fairly important to them and they do their best to recycle

3% state that recycling is not important at all and that they never recycle

Black Bin Waste by Month



Brown Bin Waste by Month



Outcome: The Council provides a more efficient and effective Planning Service



How much did we do?

Overall Planning Applications



Between 2015/16 and 2018/19:

Received up by
3%

Decided up by
8%

Approved down
by **5%**

Is anyone better off?



- **Lowest** percentage of enforcement cases processed within 39 weeks across NI.
- Processing time for local planning applications **increased and remains above the current regional average.**
- Processing time for major applications improved by 51 weeks between 2017-18 and 2018-19, however, performance **remains above** the current regional average.
- **97%** reduction in the number of legacy planning applications in the system.

How well did we do it?

Since 2015-16:

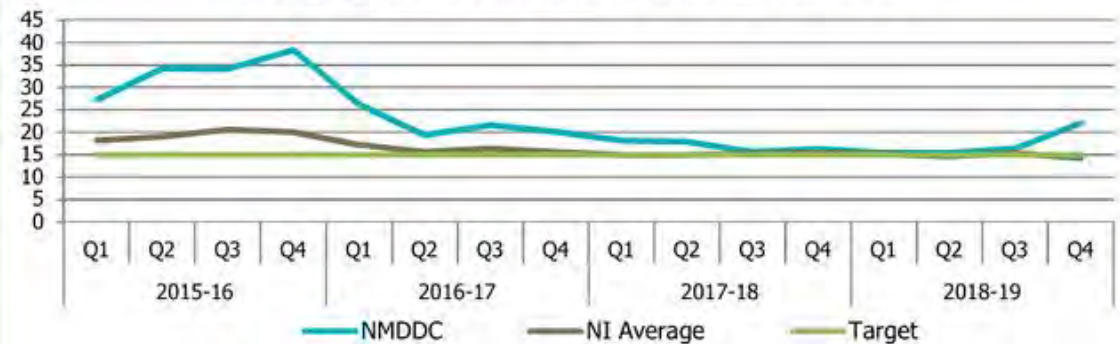
The processing time for local planning applications decreased from **34.8 weeks** to **18 weeks.**

The processing time for major planning applications increased from **56.5 weeks** to **76.6 weeks.**

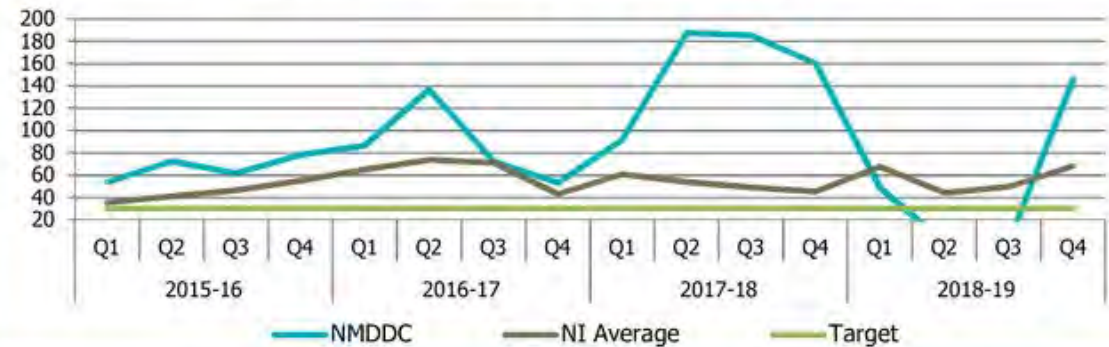
The percentage of enforcement cases processed within 39 weeks decreased from **54.1%** to **52.9%.**



Average Processing Time of Local Planning Applications



Average Processing Time of Major Planning Applications



Outcome: Community groups receive financial support towards meeting their objectives and delivering projects across a range of themes



How much did we do?



Since 2015-16:

£4.5m awarded to **1,400** applications, including **£1.5m** to **472** applications in 2018-19.



The number of financial assistance themes increased from **11** to **17**.



Ongoing training and capacity building with groups and organisations.

Is anyone better off?



80% of successful respondents state that their project would not have taken place without funding from the Financial Assistance Scheme.



96% of successful respondents are satisfied with the level of support provided by the Programmes Unit.

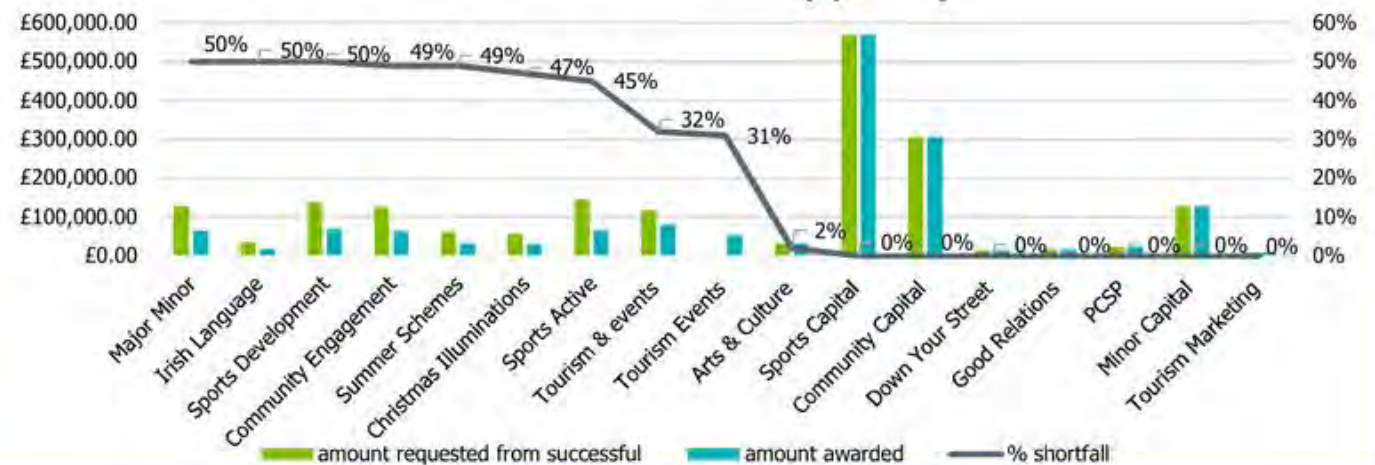
'excellent support and guidance available from NMDDC staff throughout'.

How well did we do it?

Since 2015-16, the success rate of applications increased from **44%** to **71%**.

Community demand exceeds financial assistance available towards **Summer Schemes, Christmas illuminations, Major/ Minor events and Sports Active.**

Financial Assistance Scheme (by theme)



Financial Assistance applications 'received' v 'success rate'



Outcome: The local community benefits from an increase in business starts, the growth of local businesses and support for local enterprises



How much did we do?



During 2018-19:

400 businesses and social enterprises accessed support through a range of programmes.

1,000 individuals accessed training and mentoring support through a range of programmes.



300 business plans approved, **204** new business start ups supported and **184** new jobs promoted through business start up activity.



34 social enterprises received **1-2-1 mentoring** support on themes such as strategic planning, marketing and financial planning.

Is anyone better off?



213 new business and social enterprise start ups supported.

199 new jobs created and promoted.

The Council is currently ranked **4/11** across Northern Ireland for the number of jobs promoted through business start up activity.



Since **2015**, the number of people claiming job seekers allowance has decreased by **43%**.

How well did we do it?

Since **2015-16**, the Council has approved **1,140 business plans**, supported **776 new business starts** and promoted **805 new jobs** through business start up activity, exceeding the targets set and the NI averages in 2018-19. For the past two years, the Council achieved or **exceeded all targets** for supporting social enterprises across the District.

Number of Business Starts in NMD



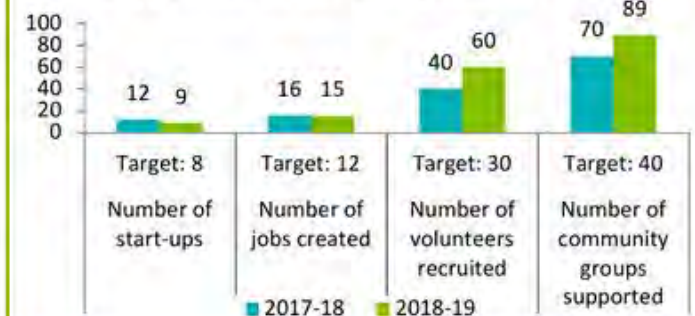
Number of jobs promoted in NMD



Number of Business Plans approved in NMD



Support for Social Enterprises in NMD



Outcome: Improved and accessible provision of indoor and outdoor sport, leisure and recreational fitness activities



How much did we do?



Since 2015-16:

Newry and Down Leisure Centres **open**.

6,253,190 attendances at Council leisure facilities.



60% of projects in the Sports Facility Strategy delivered and **35%** of projects in the Play Strategies delivered.

14,968 participants enrolled in Everybody Active 2020 (EBA).



'Be Active' and 'My Wellness' **apps launched**.

14,865 followers on the 'Be Active' Facebook page.

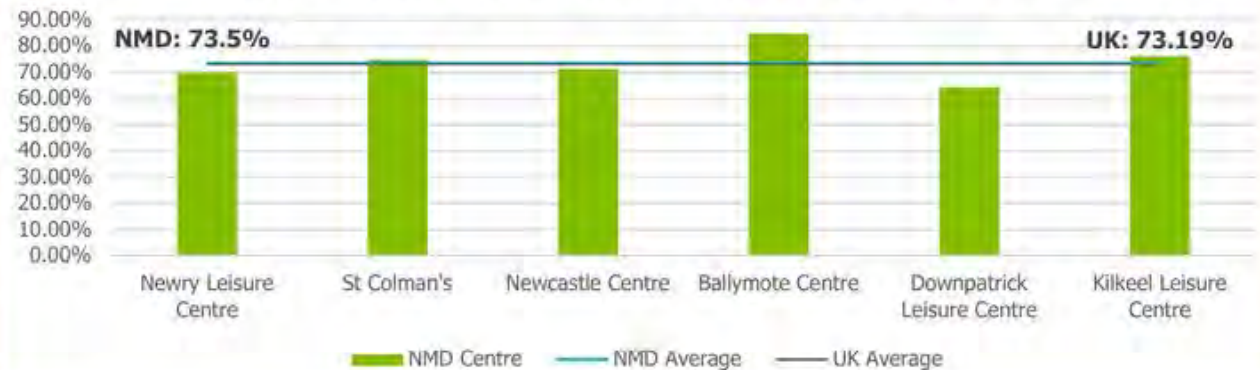
3,074 children and young people took part in Community Play initiatives.

How well did we do it?

Since 2015-16:

- **23.2% increase** in the total number of attendances at Council leisure facilities.
- Between November 2018 and March 2019, the number of members with an **online account** increased by **113%**.
- Average customer satisfaction rating of **73.5%** with Council leisure facilities.
- 3 new play parks open, one play park transformed and 13 play parks upgraded.

Level of Customer Satisfaction with Leisure Centres 2017-18



Is anyone better off?



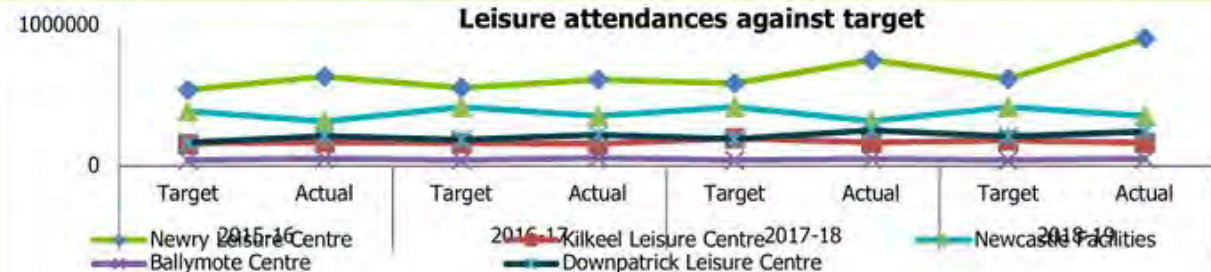
79% of residents feel they are in very good or good health.

78% of residents are physically active once a week for 30mins.



92% of adults participating in EBA 2020 enjoyed the programme and **90%** reported that their health and fitness was better after taking part.

Leisure attendances against target



Outcome: Local communities and stakeholders are actively engaged in supporting the work of the Council and its partners



How much did we do?



During 2018-19:

The five community engagement structures organised or supported around **596** meetings, events and programmes, which attracted over **8,000 attendances**.



Over **600** older people took part in events such as the Silver Screening in the Mournes and Tea Dance in Warrenpoint.

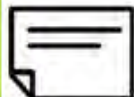


2,526 visits to the Ethnic Minority Support Centre in Newry
Ongoing implementation of local Action Plans.

Is anyone better off?



62% of residents agree that the council **consults and listens** to the views of local people.



69% of residents feel they always, mostly or sometimes **have a say** on things or how services are run in the local area.

Only **22%** of residents regularly take part in **local groups or activities**.

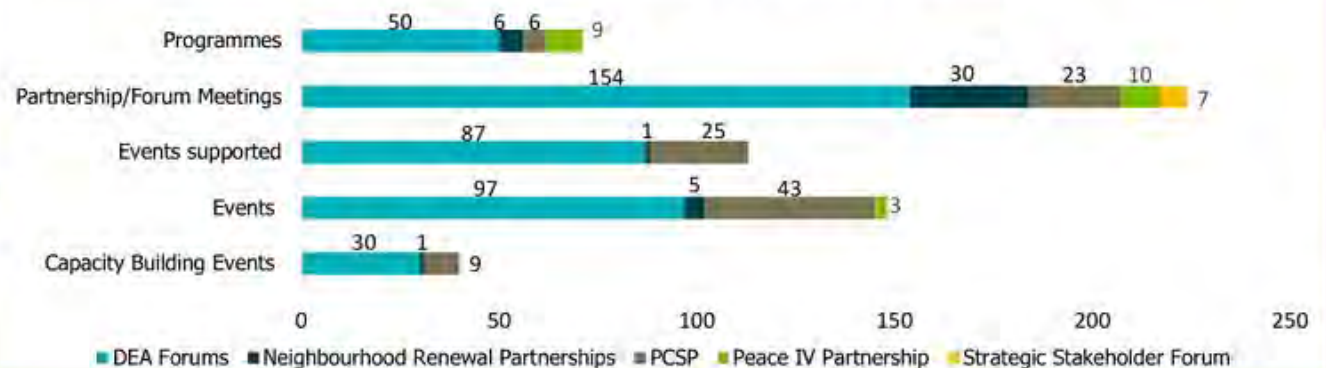


88% of participants on Participatory Budgeting pilots agreed that the process was worthwhile and they would do it again.

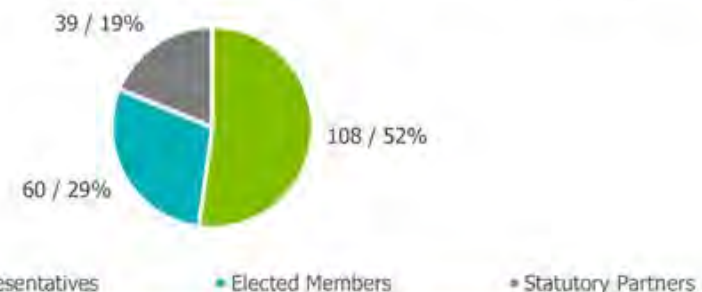
How well did we do it?

- 52%** of places occupied on community engagement structures are taken by representatives from the community, voluntary and business sectors.
- Increased activity amongst community engagement structures.
- 180** individuals and **26** community groups engaged in Participatory Budgeting pilots with **£10,500** awarded to **21** successful local projects.

Level of Activity by Community Engagement Structure



Stakeholder Representation on Community Engagement Structures



Appendix 2 - Progressing the 'proposals for improvement'

The Council has been progressing the 'proposals for improvement' which were put forward by the Northern Ireland Audit Office, in accordance with the themes below. However, whilst progress has been made, the Council remains committed to further strengthening the arrangements to secure continuous improvement in the exercise of functions.

- **General duty to improve**
- **Governance arrangements**
- **Improvement objectives**
- **Consultation**
- **Improvement Plan**
- **Collection, use and publication of performance information**

General duty to improve

The performance improvement objectives are outcome focused, clearly aligned to community planning outcomes and corporate priorities, and cascaded to Directorate Business Plans.

The Business Planning and Performance Management Framework is included in the Performance Improvement Plan and Directorate Business Plans, as well as the emerging Corporate Plan, demonstrating how employees contribute to the achievement of community planning outcomes, corporate priorities and performance improvement objectives. The framework is supplemented by an additional diagram in each Directorate Business Plan 2019-20, which reinforces the 'line of sight' between the work of employees and how they contribute to strategic priorities.

The monitoring, reporting and review arrangements across each level of the Business Planning and Performance Management Framework have been aligned and continue to strengthen. A standard template is used to report performance in a consistent and coherent way using the red/amber/green status, with reports being considered and scrutinised by Elected Members and available in the public domain.

The Performance Improvement Policy was adopted in November 2018 and provides the context for mainstreaming the Business Planning and Performance Management Framework.

The interim excel based system captures performance across approximately 150 performance measures, and is used to identify year on year trends, comparisons with other local authorities and areas of 'good' and 'under' performance. Performance Profiles have been developed for each Directorate to present relevant information in a consistent and meaningful way, and will support the development of future Business Plans and Service Plans.

The Chief Executive holds annual briefings for employees across a number of locations to provide an overview of progress to date in implementing corporate priorities and key programmes of work, as well as the improvements planned for the year ahead. Performance management has been incorporated into the corporate induction sessions for new employees.

Areas for improvement:

- Strengthen the alignment between the Performance Improvement Plan 2020-21, Corporate Plan 2019-23 and Community Plan.
- Further embed and mainstream the Performance Improvement Policy and Business Planning and Performance Management Framework.
- Progress the identification of a suitable electronic performance management system.
- Continue to use performance information to identify and drive improvements at all levels of the organisation

Governance arrangements

The Strategy, Policy and Resources Committee and Audit Committee continue to carry out their respective roles in terms of performance and improvement. The Terms of Reference for the Audit Committee have been revised and strengthened for the second term of Council and both Committees consider and scrutinise retrospective progress in relation to the delivery of the Performance Improvement Plan and Corporate Plan, as well as the forward looking Performance Improvement Plan.

The Strategy, Policy and Resources Committee and Audit Committee consider annual reports outlining progress against the 'proposals for improvement' which have been put forward by the NI Audit Office, as part of the Performance Audits and Assessments. During 2019-20, both Committees also considered and scrutinised the Delivery Plans for each Performance Improvement Objective, which outline the arrangements in place to support the delivery of key projects and activities.

Each Standing Committee of the Council considers and scrutinises performance information in relation to their respective areas of responsibility, including the annual and bi-annual reviews of Business Plans, which include progress against the statutory performance indicators and standards, as well as the forward looking Business Plans.

In January 2019, the Council played a key role in supporting a regional masterclass on performance which was organised by the NI Local Government Association (NILGA), by delivering a session entitled 'The role of a Councillor – Key to Building a High Performing Council'.

The Council publishes performance information via the corporate website and social media channels. This information is summarised in a user friendly, accessible format, as evidenced through 'Our Performance, Looking Back, Going Forward' and NMD Connect.

Areas for Improvement

- Review and strengthen the Terms of Reference for Committees in relation to performance and improvement responsibilities.
- Develop and deliver further training and capacity building sessions for Elected Members on performance management.
- Validate the accuracy of performance information and adequacy of data collection processes.

Improvement objectives

The Council's performance improvement objectives are outcome focused and underpinned by a range of 'supporting actions', 'measures of success' and 'outcomes for local communities and stakeholders'. The current suite of 'measures of success' enables the Council to monitor progress in delivering the performance improvement objectives.

The Council continues to raise the profile of the performance improvement objectives, by attending internal meetings and workshops, and engaging with external groups such as the Youth Councils and Older Persons Forum.

Performance improvement objectives have been developed using a robust and reliable evidence base, including reports which analyse internal performance information, as well as the key influences and emerging trends within the external environment.

Areas for Improvement

- Continue to work with internal stakeholders to communicate and enhance awareness of the performance improvement objectives and the Council's responsibilities around performance and improvement.

Consultation

Over the past three years, the Council carried out robust and inclusive consultation and engagement programmes with key stakeholders on the proposed performance improvement objectives. Stakeholders including residents, Elected Members, community, voluntary and business sectors and community planning partners were consulted in accordance with the Consultation and Engagement Framework.

During 2018-19, the Council consulted on the performance improvement objectives and corporate priorities at the same time, in order to understand the key issues across the District and ensure the organisation is working towards common priorities and objectives. Through this integrated consultation and engagement process, a total of 838 completed surveys were received, in addition to engagement with around 370 stakeholders. This included 764 responses to an independent Residents Survey and 74 responses to a survey on the proposed performance improvement objectives 2019-20. The results of the consultation and engagement activity consistently have revealed widespread support for the proposed performance improvement objectives.

Areas for Improvement

- Ensure the Performance Page on the corporate website is updated on a regular basis.
- Identify new and innovative ways to engage stakeholders in the development of future performance improvement objectives, using existing processes where possible.

Improvement Plan

The Council published the Performance Improvement Plan 2019-20 by 30 June, in line with the statutory timescale. The plan is easily accessible on the Council's website and social media channels.

The Council published the summary document 'Our Performance, Looking Back, Going Forward' which provides a snapshot of progress over the past four years and the performance improvement objectives for the year ahead. This document is accessible through the corporate website and Council receptions in Newry and Downpatrick, and has been translated into Irish.

Areas for Improvement

- Strengthen the alignment between the emerging Corporate Plan 2019-23, and future Performance Improvement Plans, Directorate Business Plans and Service Plans.

Collection, use and publication of performance information

The Council continues to maintain an interim excel based system to collate, measure and monitor progress against statutory and self imposed performance indicators at all levels of the Business Planning and Performance Management Framework. A project mandate for an electronic performance management system has been developed and will be considered further as part of a broader Corporate Business Intelligence solution, in line with the implementation of the IT Strategy.

The Council has developed suites of self imposed performance indicators which underpin the Corporate Plan, Performance Improvement Plan and Directorate Business Plans. This evidence base is used to monitor the overall health of the organisation, identify year on year trends, benchmark performance data where possible, address areas of under performance and recognise areas of good performance.

The Council is part of APSE Performance Networks and has collated and analysed benchmarking data across a range of services over the past few years. The Council continues to build upon and strengthen the accuracy and robustness of performance data, and, in November 2018, carried out an internal audit of the APSE performance indicators. Whilst the internal audit confirmed that the current systems in place in relation to the validation of performance indicators are sound and can provide satisfactory assurance in relation to the achievement of objectives, a number of recommendations have been agreed to improve the validation of performance indicators. These recommendations will be progressed during 2019-20.

The Council has developed Performance Profiles for each Directorate to present baseline performance information in an accessible, meaningful and consistent way. The Performance Profiles will support the Council's business planning process and help embed a culture of improvement across the organisation by:

- Outlining relevant information in relation to population trends, including resident priorities and perceptions.
- Demonstrating how community planning outcomes, corporate priorities and performance improvement objectives are cascaded across the organisation, ensuring employees understand how they contribute to the achievement of key plans and strategies.
- Analysing performance information for each department in relation to the customer satisfaction, internal processes and financial information (where available), using existing performance indicators.

The Council continues to work in partnership with other local authorities and the Department for Communities regarding the effective application of the legislative requirements within the Local Government (NI) Act 2014. The Council also played a key

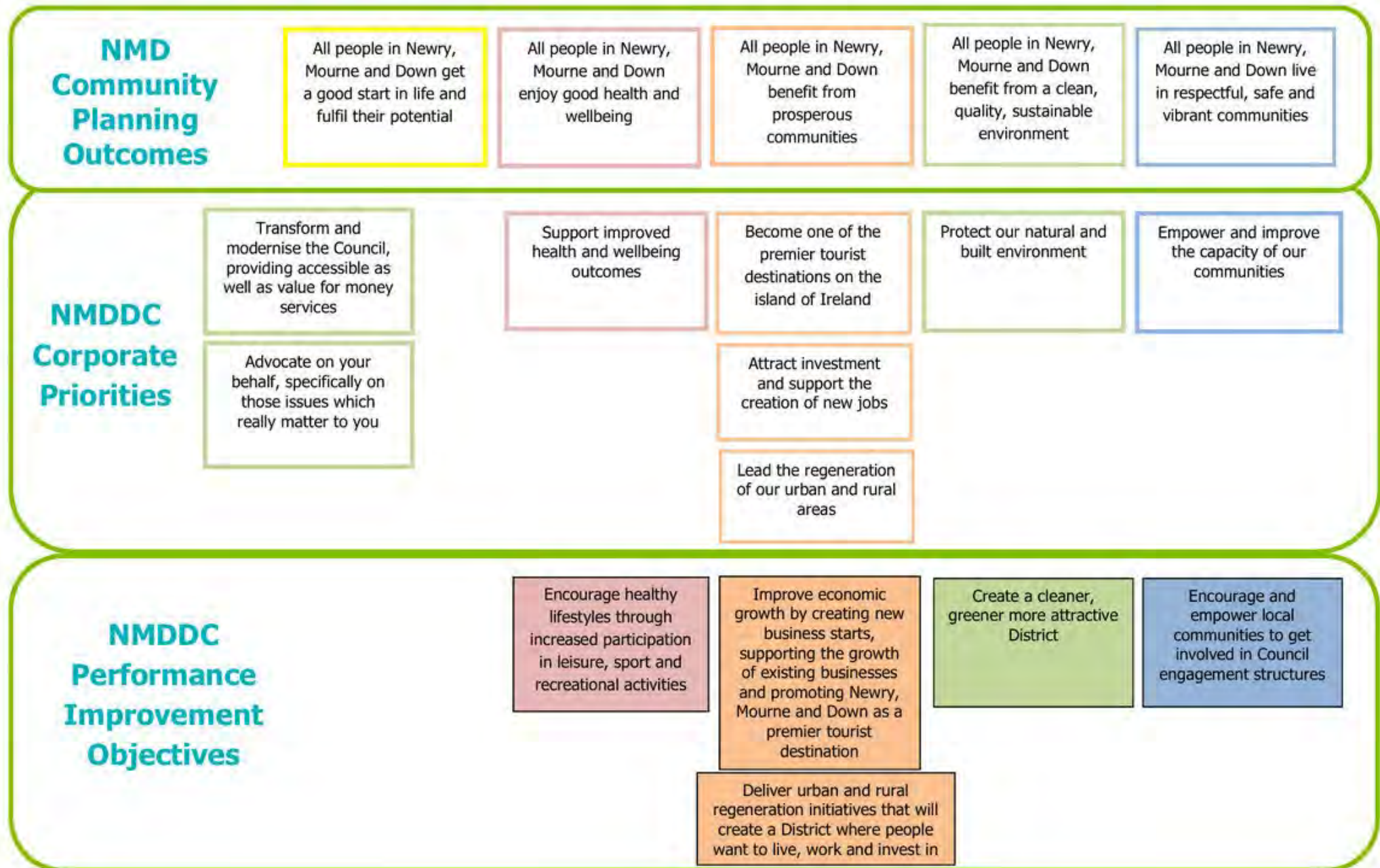
role in revising the statutory guidance on the General Duty to Improve, as issued through the Local Government Circular 20/2019.

The Council's corporate website has been updated and features a webpage dedicated to performance. This page provides further information regarding the Performance Improvement Plan, Assessment of Performance, Northern Ireland Audit Office Reports and guidance on how stakeholders can propose improvements in the future.

Areas for Improvement

- Strengthen the planning, monitoring and reporting arrangements at all levels of the Business Planning and Performance Management Framework.
- Update the baseline performance data included in the Directorate Performance Profiles on an annual basis.
- Agree a corporate approach to developing Service Plans.
- Continue to form part of the Multi-Stakeholder Group to consider benchmarking within the context of the legislative requirements of Part 12 of the Local Government Act (NI) 2014.

Appendix 3: The Golden Thread



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

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Our Performance Looking Back, Going Forward

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



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

The Local Government (NI) Act 2014 sets out a general duty of improvement for local government, whereby all district councils must put in place arrangements to secure continuous improvement in the exercise of their functions.

Looking Back

Assessment of Performance 2018–19

Looking Back

Assessment of Performance 2018–19

Every year, we are required to publish an Assessment of Performance to demonstrate whether planned improvements have been achieved. The Assessment of Performance sets out the Council’s progress in delivering the:

- Corporate Plan 2015–19
- Performance Improvement Plan 2018–19
(including the statutory performance indicators and standards)

Our performance has been tracked against set targets and trends over time, using the legend below.

Status	Trend
 Target or objective achieved / on track to be achieved	 Performance has improved since the previous year
 Target or objective partially achieved / likely to be achieved / subject to delay	 Performance is similar to the previous year
 Target or objective not achieved / unlikely to be achieved	 Performance has declined since the previous year



Mill by the Quays, Newry

Our District, Our Organisation, Our Performance

District

Population: 178,966

Households: 66,164

7 District Electoral Areas

41 Elected Members

1,000+ Employees

87% of residents are
satisfied with the Council



Community

Life expectancy:

Male: 78.9 years / Female: 82.6 years

Age Profile: 0–15 years: 23% / 65+ years: 15%

72% of residents agree that their local area is a
place where people from different background
get on well together

94% of residents feel safe during the day

87% of residents feel safe after dark

175 Neighbourhood Watch Schemes



Tourism

Since 2015:

11% increase in visitor numbers, to 449,953

44% increase in visitor spend, to £69m

Three Areas of Outstanding Natural Beauty





Environment

Recycling is important to 86% of residents

Top perceived problem for residents:

Dog mess and fouling

Recycling rate: **51.2%**

Since 2015–16:

21% reduction in black bin waste

119% increase in brown bin waste

9% increase in blue bin waste



Health and Wellbeing

79% of residents feel they are in very good or good health

78% of residents are physically active at least once a week for 30mins

73.5% of customers are satisfied with the Council's six leisure facilities

Increased attendances at Council leisure facilities



Economy

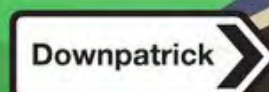
Employment rate: 65.5%

8,520 VAT registered businesses

Average weekly earnings: £483 (full time)

22.1% of the population have no qualifications

805 jobs promoted through 'business start-up' activity since 2015



Down Leisure Centre



Down Arts Centre



St Patrick's Monument

Performance at a Glance

Corporate Plan 2015–19

A snapshot of the past four years:

Corporate Priority	Progress	Status Trend
 <p>Become one of the premier tourist destinations on the island of Ireland</p>	Implementation of Tourism Strategy underway	
	11% increase in visitor numbers	
	44% increase in visitor spend	
	22% increase in overnight stays	
 <p>Attract investment and support the creation of new jobs</p>	805 new jobs promoted and 776 new business starts supported through business start up activity	
	City deal for the Belfast region secured	
	43% decrease in the number of Job Seekers Allowance claimants	
	Friendly exchange agreement in place with the City of Changchun, China	
	Consultation on the Preferred Options Paper for the Local Development Plan complete	
 <p>Support improved health and wellbeing outcomes</p>	Newry and Down Leisure Centres open	
	Implementation of the Sports Facility and Play Strategies underway	
	23% increase in attendances at Council leisure facilities	
	3 new play parks open, 1 play park transformed and 13 play parks upgraded	
 <p>Protect our natural and built environment</p>	Aughnagun and Drumnakely landfill sites closed	
	Increase of 12.3% in the rate of recycling, to 51.2%*	
	88.7% reduction in the amount of waste going to landfill*	
	21% reduction in black bin waste, 9% increase in blue bin waste and 119% increase in brown bin waste*	
	Camlough Lake flood defences complete	

Corporate Priority	Progress	Status Trend
 <p>Lead the regeneration of our urban and rural areas</p>	The restoration of Warrenpoint Town Park complete	😊
	Implementation of five Masterplans underway	😊
	Environmental improvement and revitalisation schemes in Downpatrick, Newry and Warrenpoint complete	😊
	Processing time for local planning applications improved by 16.8 weeks	⚠️
	Processing time for major planning applications increased by 20.1 weeks	😞
 <p>Advocate on your behalf specifically in relation to those things that matter most to you</p>	Newry, Mourne and Down achieved age friendly status from the World Health Organisation	😊
	10% increase in premises with superfast broadband, to 83%	⚠️
	£15m awarded to FFNI Consortium to improve digital infrastructure**	😊
	Review of community planning structures complete	😊
 <p>Empower and improve the capacity of our communities.</p>	Implementation of Community Plan underway	😊
	Seven DEA Forums established and delivery of local Action Plans underway	😊
	Review of community centres complete	😊
	£4.5m awarded to 1,377 applications through the Financial Assistance Scheme	😊
	27% increase in the number of successful applications to the Financial Assistance Scheme	⚠️
 <p>Transform and modernise the Council, providing accessible as well as value for money services.</p>	87% of residents are satisfied with the Council	😊
	75% of residents agree the Council makes Newry, Mourne and Down a good place to live	😊
	Employee absenteeism reduced by 1.25 days	⚠️
	Compliance with the statutory Duty of Improvement	😊
	IIP / CSE accreditation not progressed	😞



*Waste figures remain provisional and will be validated by DAERA in Q3 2019–20.

**FFNI: Newry, Mourne and Down District Council hosts the Full Fibre Northern Ireland Consortium.

Performance Improvement Plan 2018–19

A snapshot of the past year:

Performance Improvement Objective	Progress	Status Trend
 <p>Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities.</p>	11% increase in attendances at Council leisure facilities	△
	20% increase in attendances at Newry Leisure Centre	△
	Customer satisfaction rating of 73.5% across six Council leisure facilities	😊
	Review of outdoor leisure facilities complete	😊
	2,177 children and young people took part in Community Play initiatives and Summer Schemes*	😊
	Activity, Promotion and Development Plan launched	😊
 <p>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>	184 new jobs promoted and 204 new business starts supported through business start up activity	😊
	£2.3m secured to invest in Annalong, Ardglass and Kilkeel	😊
	Our five Giant Adventure Festivals attracted 113,500 visitors and generated an estimated £3m for the local economy	😊
	The Carlingford Lough Greenway between the Weir and Victoria Lock open	😊
	Application for UNESCO Global Geoparks status underway	😊
	Reduced visitor numbers and spend	▽
 <p>Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in.</p>	Delivery of the AONB Action Plans for the Ring of Gullion and Strangford Lough and Lecale underway	😊
	Late night bus service between Newry, Crossmaglen and Kilkeel piloted	😊
	Planning applications submitted for the 7 environmental improvement schemes identified in Village Plans	😊
	7% reduction in the percentage of planning enforcement cases processed within 39 weeks	▽
	Processing time for local planning applications increased by 1 week	▶

Performance Improvement Objective	Progress	Status Trend
 <p>Create a cleaner, greener, more attractive District</p>	Increase of 5.1% in the rate of recycling**	△
	29.4% reduction in the amount of waste going to landfill**	△
	11% reduction in black bin waste, 5% increase in blue bin waste and 26% increase in brown bin waste**	△
	Collection of glass in blue bins standardised across the District	😊
	Downpatrick Household Recycling Centre delayed	😞
	Street cleanliness score improved from 66 to 72	△
	Assistance provided to 100 community clean ups	😊
 <p>Encourage and empower local communities to participate in Council engagement structures and initiatives</p>	Significant representation from the community, voluntary and business sectors on Council engagement structures	😊
	Over £1.5m awarded to 447 projects through the Financial Assistance Scheme	😊
	175 Neighbourhood Watch Schemes cover 6,000 homes across the District	😊
	5,754 devices fitted to 637 homes through the 'Home Secure' Scheme	😊
	94% of residents feel safe during the day and 87% feel safe after dark	😊
	21 community projects funded through two participatory budgeting schemes	😊

*Community Play and Summer Schemes may include repeat attendances.

**Waste figures remain provisional and will be validated by DEARA in Q3 2019–20.

The Saint Patrick Centre,
Downpatrick



Going Forward

Performance Improvement Objectives 2019–20

Corporate Plan 2019–23

We are in the process of developing the Corporate Plan 2019–23 which will provide the strategic direction for the organisation during the second term of Council. The new plan will be published in early 2020.

Performance Improvement Objectives 2019–20

Every year, we are required to set performance improvement objectives for the services we provide, and to have in place arrangements to achieve these objectives. The Council has carried forward the five existing performance improvement objectives to 2019–20, and the actions and measures which support each objective have been updated, as summarised below. These objectives seek to address the issues which matter most to local people, and are:

Linked to the Community Plan, Corporate Plan and Directorate Business Plans	✓
Based on existing performance information	✓
Aligned to the seven strategic aspects of improvement	✓
Based on stakeholder consultation and engagement	✓

Objective 1

Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities

What we will do

- Improve the customer experience at all leisure facilities and undertake Customer Satisfaction Surveys at selected sites
- Upgrade and improve existing sports facilities through the implementation of the Sports Facility Strategy
- Provide and improve fixed and non fixed play opportunities through the implementation of the Play Strategy
- Engage children and young people in Community Play and other health and wellbeing initiatives
- Through Everybody Active 2020, provide opportunities for residents to engage in physical activity
- Consider options to progress the development of a park at the Albert Basin, Newry.

Objective 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

What we will do

- Promote 155 new jobs and support 205 new business starts
- Support the establishment and growth of local businesses and social enterprises
- Support the establishment of new jobs and businesses in Kilkeel, Annalong and Ardglass
- Progress the Belfast Region City Deal by developing Outline Business Cases for the regeneration of Newry City, visitor attractions in the Mourne Mountains and 'skills and employability' and 'digital connectivity' initiatives
- Submit an application for Global Geopark status for the Mournes and Ring of Gullion by November 2019
- Launch the Arts, Culture and Heritage Strategy to increase participation in cultural activities
- Organise the five Giant Adventure Festivals across the district.

Objective 3

Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in

What we will do

- Promote the cultural heritage of Warrenpoint Town Park
- Work with the Department for Communities to commence phase III of the Newry Hill Street environmental improvement scheme
- Complete the final phases of the Forkhill Masterplan
- Undertake the delivery of 7 environmental improvement schemes and gateway signage identified in Village Plans
- Commence the capital works at the Derrymore Demesne
- Work in partnership with the relevant Departments to improve digital connectivity across the District
- Improve the processing times for planning applications and enforcement cases.

Objective 4

Create a cleaner, greener, more attractive District

What we will do

- Increase and support public participation in local clean up campaigns
- Address issues around dog fouling, littering and illegal dumping
- Improve the level of street cleanliness across the District
- Raise awareness of the detrimental impact of environmental crime and the importance of recycling
- Increase the rate of recycling and reduce the amount of waste going to landfill
- Open the Downpatrick Household Waste Recycling Centre in Q2 2019–20
- Review Household Recycling Centres in relation to entrance and usage.

Objective 5

Encourage and empower local communities to participate in Council engagement structures and initiatives

What we will do

- Strengthen the level of engagement and participation in the Council's partnerships, including the District Electoral Area Fora and Neighbourhood Renewal Partnerships
- Promote the 'Neighbourhood Watch', 'Good Morning, Good Neighbour' and 'Home Secure' Schemes
- Through the Financial Assistance Scheme, support community groups to deliver projects across key areas including festivals, sports development and good relations
- Engage minority groups in Council initiatives, including young people, older people and black and minority ethnic communities
- Design and deliver further 'participatory budgeting' schemes.



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0300 200 7830 (Planning)
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Oifig Dhún Pádraig
Downpatrick Office
Downshire Civic Centre
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Have your say

We welcome your feedback and suggestions on how Council services can be improved in the future. Full copies of the following documents are available to download from our website:
www.newrymournedown.org

- Performance Improvement Plan 2019–20
- Assessment of Improvement 2018–19

Report to:	Strategic Policy and Resources Committee
Date of Meeting:	12 September 2019
Subject:	Draft Records Management Policy and Procedure
Reporting Officer (Including Job Title):	Alison Robb Assistant Director Corporate Services (Administration)
Contact Officer (Including Job Title):	Sally Andrée Records Manager

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

For decision	<input checked="" type="checkbox"/>	For noting only	<input type="checkbox"/>
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1.0	Purpose and Background
1.1	<p>The purpose of this paper is to present the draft Records Management Policy and Procedure.</p> <p>This is Council's first corporate records management policy and it is a key requirement for local authorities to meet information governance requirements.</p> <p>The procedures are detailed and provide both the standards by which the Council should manage records, and also guidance on how this can be achieved. Many of the gaps in procedure have been identified through the information audit and the work of the Compliance Team.</p> <p>The exponential growth of digital technology, which has provided different ways to communicate both internally and externally, and the increasing reliance on electronic records have added new challenges to Council and make records management even more complex.</p> <p>Enforcement mechanisms within legislation have increased the challenges to the public sector and the Public Service Ombudsman has stressed that good administration and records management are an essential part of delivering high-quality public services.</p>
2.0	Key issues
2.1	<p>The lack of a formal corporate procedure in terms of record creation, maintenance, and disposal has led to the incorrect use of shared drives, excessive duplication, problems with storage and difficulties adhering to the retention and disposal schedule. The draft Records Management Policy and Procedure is the first step in the process of creating a records management system that will move on to the creation of a functional classification system. The classification scheme will ensure easy identification of files, management of retention and disposal and, importantly, a corporate file plan. This file plan will be a facilitator in any consideration for an electronic documents and records management system (EDRMS).</p>

	The draft Records Management Policy and Procedure has been considered and approved by CMT and SMT.
3.0	Recommendations
3.1	Councillors are asked to consider and approve the draft Records Management Policy and Procedure.
4.0	Resource implications
4.1	None identified.
5.0	Equality and good relations implications
5.1	This policy was equality screened on 27 August 2019 and the outcome is that it not be subject to an Equality Impact Assessment (with no mitigating measures required).
6.0	Rural Proofing implications
6.1	Due regard to rural needs has been considered and a rural needs impact assessment was completed on 27 August 2019.
7.0	Appendices
	Draft Records Management Policy and Procedure.
8.0	Background Documents The draft Records Management Policy is informed by Council's Retention and Disposal Schedule 2016, Access to Information Policy & Procedure 2019, National Archives resource materials, PRONI and legislative requirements.

Records Management Policy

Title

Newry, Mourne and Down District Council's (NMDDC) Records Management Policy

Statement

NMDDC endorses the Records Management Policy as a framework for the Council's compliance with the Public Records Act (NI) 1923, Disposal of Documents Order (No. 167) 1925, Section 46 of the Freedom of Information Act 2000 – Records Management Code of Practice, Data Protection Act 2018, General Data Protection Regulations (GDPR) 2018, Freedom of Information Act 2000, Environmental Information Regulations 2004, Re-Use of Public Sector Information Regulations 2015, the Local Government Act (Northern Ireland) 1972, the Local Government Act (Northern Ireland) 2014 and Section 75 of the Northern Ireland Act 1998.

Aim

The aim of the Records Management Policy is to ensure NMDDC's compliance with statutory and regulatory requirements affecting the use and retention of records. NMDDC's records are a vital corporate asset: they provide evidence of Council's actions and decisions. NMDDC is committed to creating, receiving and maintaining authentic, reliable and useable records, which are capable of supporting business functions and activities for as long as they are required and will provide sufficient resources and training to ensure the Council keeps the records it needs for business, regulatory, legal and accountability purposes.

Definition

Records Management is defined in the BS ISO 15489-1:2016 Information and Documentation - Records Management, as the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records.

The Records Management Policy will ensure that all records are:

- **Authentic**
It must be possible to prove that records are what they purport to be and who created them, by keeping a record of their management through time. Where information is later added to an existing document within a record, the added information must be signed and dated. With electronic records, changes and additions must be identifiable through audit trails.
- **Accurate**
Records must accurately reflect the transactions that they document.
- **Accessible**
Records must be readily available when needed.
- **Complete**
Records must be sufficient in content, context and structure to reconstruct the relevant activities and transactions that they document.
- **Comprehensive**
Records must document the complete range of an organisation's business.

- **Compliant**

Records must comply with any record keeping requirements resulting from legislation, audit rules and other relevant regulations.

- **Effective**

Records must be maintained for specific purposes and the information contained in them must meet those purposes. Records will be identified and linked to the business process to which they are related.

- **Secure**

Records must be securely maintained to prevent unauthorised access, alteration, damage or removal. They must be stored in a secure environment, the degree of security reflecting the sensitivity and importance of the contents. Where records are migrated across changes in technology, the evidence preserved must remain authentic and accurate.

Scope

NMDDC's corporate records are a unique and irreplaceable resource, and the proper management of this resource is necessary to satisfy Council's internal business processes and to comply with the law. A small percentage of NMDDC's records will be selected for permanent preservation because of their long term historical / research value and as an enduring record of the conduct and management of the Council.

The Records Management Policy applies to all records, regardless of the format or technology used to create and store them, that are created, received, maintained and held in the course of Council business and thereafter retained for a set period to provide evidence of its activities and transactions.

The Records Management Policy includes all records that are held or processed on all Council sites and/or shared with, or managed by, third parties and to business information systems used to create, store, maintain and archive or dispose of records.

The Records Management Policy applies to all Council staff, including temporary staff, and Elected Members who create, receive, use and maintain records in the course of Council business. It also applies to contractors, consultants, volunteers, third parties and contracted out services, that have access to, process or manage council records.

Related Policies

NMDDC's Retention & Disposal Schedule

NMDDC's Information Security Policy

NMDDC's Access to Information Policy & Procedures

NMDDC's IT Policies & Procedures

NMDDC's Media Policy & Procedures

NMDDC's Privacy Notice

NMDDC's Publication Scheme

NMDDC's Customer Service Standards

Breach of this Policy

Any breach of this Policy and its associated procedure by staff will be investigated in accordance with Council's disciplinary procedure, any action taken will depend on the circumstances of each individual case. Any breach of this Policy and its associated procedure by non-staff will be investigated and steps taken in accordance with the law and any relevant contract.

Policy Owner

Assistant Director Corporate Services (Administration)

Contact Details

Assistant Director Corporate Services (Administration)
Records Manager

CMT Authorised On

30 August 2019 (version 0.1)

SMT Authorised On

05 September 2019 (version 0.2)

Strategic Policy and Resources Committee Authorised On

Council Authorised On

Policy Effective Date

Policy Review Date

4 years as per equality scheme commitment 4.31, or sooner to ensure it remains reflective of business requirements and legislative developments.

Procedures

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

Equality Screening

This policy has been equality screened and the outcome is that it not be subject to an Equality Impact Assessment (with no mitigating measures required).

Rural Impact Assessment

Due regard to rural needs has been considered and a rural needs impact assessment has been completed.

Records Management Procedure

Procedure Overview

The purpose of this procedure is to outline the framework for:

1. Compliance (Section 1) with Public Records Act (NI) 1923, Disposal of Documents Order (No. 167) 1925, Section 46 of the Freedom of Information Act 2000 – Records Management Code of Practice, Data Protection Act 2018, General Data Protection Regulations 2018, Freedom of Information Act 2000, Environmental Information Regulations 2004, Re-Use of Public Sector Information Regulations 2015, the Local Government Act (Northern Ireland) 1972, the Local Government Act (Northern Ireland) 2014 and Section 75 of the Northern Ireland Act 1998;
2. Implementation (Section 2) for the above pieces of legislation; and
3. Appendices (Section 3) provide detailed guidance for sections of the procedure.

Aim

The aim of the Newry, Mourne and Down District Council (NMDDC) Records Management Procedure is to ensure compliance with statutory and regulatory requirements affecting the use and retention of records. NMDDC's records are a vital corporate asset: they provide evidence of Council's actions and decisions. NMDDC is committed to creating, receiving and maintaining authentic, reliable and useable records, which are capable of supporting business functions and activities for as long as they are required, and will provide sufficient resources and training to ensure the Council achieves this objective.

Scope

The procedure provides clear guidance on the management of NMDDC records in accordance with statutory and regulatory requirements. It applies to all records, regardless of format, created, received, maintained and disposed of by the Council. The procedure applies to all Council staff, including temporary staff, Elected Members, contractors, consultants, volunteers, third parties and contracted out services who have access to, process and manage records in the course of Council business. Non-compliance with the procedure will be dealt with in accordance with the Records Management Policy.

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Section 1: Compliance

Introduction

Records Management is defined as the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records.

Records are any recorded information, regardless of format, created or received, maintained and disposed of by any organisation in the transaction of business or the conduct of affairs which provide evidence of actions taken and decisions made. Records may exist in contracts, memos, paper files, electronic files, reports, emails, CCTV footage, social media posts or business information systems.

Non-records have the same physical characteristics as records but as they have no evidential value they can be destroyed after a short retention period. Examples of non-records are drafts, routine e-mail, and duplicate copies of records created for convenience or reference purposes.

NMDDC's records are Council's corporate memory and, as such, it is vital that Council prioritise the management of every facet of a record from creation through to disposal in an appropriate manner:

Information is a record if it:

- contributes to a policy or decision-making process;
- contributes to an action or decision made;
- contributes to a change to policy or procedure;
- has financial or legal implications, e.g. contracts, accidents, investigations, etc.;
- supports the running of NMDDC's corporate or departmental business;
- needs to be approved by, or reported to, another individual, an internal or external body, e.g. approved by SMT, Committee, Council, Government Department, etc.;
- sets a precedent or contains something unique or of historic interest; and
- has to be created as a result of specific legislation, e.g. Finance Acts, Employment Acts, etc.

Records are a valuable resource and records management is the process by which NMDDC manages all aspects of records and information, from creation through to eventual disposal (Records Life Cycle). The aim of this procedure is to ensure:

Accountability – records are adequate to account fully and transparently for all business actions and decisions in particular to protect legal and other rights of staff or those affected by those actions; facilitate audit or examination; and provide credible and authoritative evidence.

Accurate – records accurately reflect the transactions they document.

Accessibility – records can be located when needed and only those persons with a legitimate right can access the records. The information within them is displayed consistently and the current version is identified where multiple versions exist.

Storage – electronic and physical storage is utilised fully to ensure the correct and secure management of records.

Interpretation - the context of the record can be interpreted, i.e.

- Who – identification of staff who created or added to the record;
- When – during which business process; and
- How – the record is related to other records.

Quality – records can be trusted - are complete and accurate and reliably represent the information that was actually used in, or created by, the business process and a record's integrity and authenticity can be demonstrated.

Maintenance through time - that the qualities of availability, accessibility, interpretation and trustworthiness can be maintained for as long as the record is needed despite changes of format and changes to the corporate structure.

Security – records are secure from unauthorised or inadvertent alteration or erasure, access and disclosure. They are properly controlled and there are audit trails to track all use and changes in order to ensure that records are held in a robust format which remains readable for as long as records are required.

Retention and disposal – records are retained and disposed of appropriately in accordance with NMDDC's Retention and Disposal Policy and Schedule.

Staff are trained – that all staff are made aware of their responsibilities and use their time effectively regarding records management.

Legislation

In addition to being an efficient business tool for Council, an effective records management policy is required to allow NMDDC to manage all its records in accordance with legislative requirements.

The Public Records Act (NI) 1923 established the Public Record Office of Northern Ireland (PRONI) as the place of deposit for public records, created the roles of Keeper and Deputy Keeper of the records and defined the context of public records.

The Disposal of Documents Order (No. 167) 1925 sets out how public authorities should deal with the disposal of public records once their business need comes to an end, i.e. destruction of those records that have no long-term value or the preservation and transfer of records selected for permanent preservation to PRONI.

The Lord Chancellor's Code of Practice under Section 46 of the Freedom of Information Act (FOIA) 2000 sets out what the Lord Chancellor requires from public authorities as they carry out their duties in relation to the Freedom of Information Act.

The aims of the code are twofold, the first aim is to provide a suitable set of practices in relation to the creation, management and disposal of public records and the second deals with the arrangements for reviewing and transferring the records to a place of deposit once their administrative use has come to an end.

The (FOIA) 2000 and the Environmental Information Regulations (EIR) 2004 give the public the legal right of access to recorded information held by public authorities, unless a relevant exemption applies.

The Data Protection Act (DPA) 2018 and General Data Protection Regulations (GDPR) 2018 give anyone the right to information held about them by a public authority and sets out rules to ensure that information is handled properly, unless a relevant exemption applies.

The Re-Use of Public Sector Information Act (RPSI) 2015 governs the use of public sector information for a purpose other than the initial public task it was produced for. RPSI is about permitting re-use of recorded information and how it is made available. In Northern Ireland the OpenDataNI Portal facilitates the re-use of public sector information through published datasets.

The roles and functions of councils, established in the Local Government Act (Northern Ireland) 1972, require a commitment to the development of an efficient and effective records management system. The Local Government Act (Northern Ireland) 2014 confers upon the Council the power of general competence and community planning. Additionally, Council has a duty to continuous performance improvement.

Compliance with the Records Management Policy and Procedure will be augmented by the creation and maintenance of departmental records management manuals that document departmental practices around record creation, storage, management and disposal in line with this procedure.

Related NMDDC Policies

- NMDDC's Retention & Disposal Schedule
- NMDDC's Information Security Policy
- NMDDC's Access to Information Policy & Procedures
- NMDDC's IT Policies & Procedures
- NMDDC's Media Policy & Procedures
- NMDDC's Privacy Notice
- NMDDC's Publication Scheme
- NMDDC's Customer Service Standards

Section2: Implementation

Records Management Procedure

Introduction

The NMDDC Records Management Procedure applies to all corporate and departmental records in all formats (paper and electronic), active and inactive, created, processed, maintained and disposed by NMDDC.

A records management system captures, manages and provides access to records from creation through to disposal.

NMDDC has three types of manual record systems, these are:

Physical paper record systems;

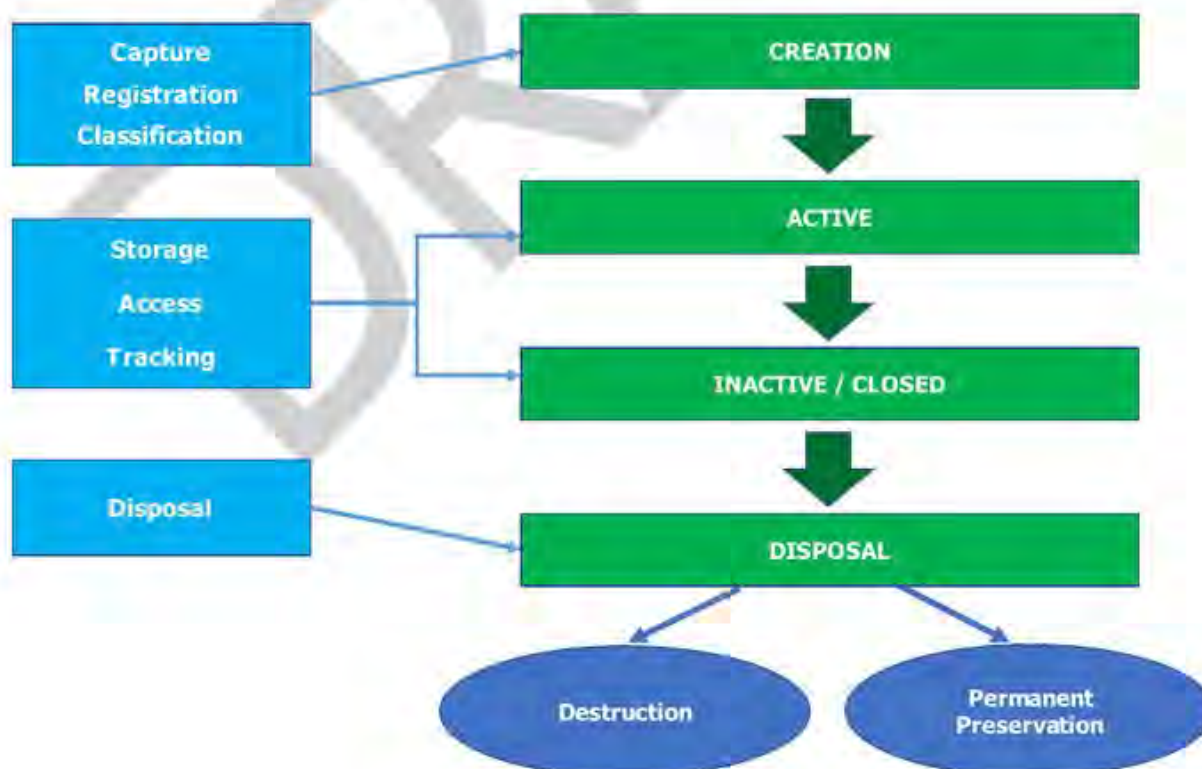
Unstructured electronic record systems, e.g. network drives and electronic mailboxes; and

Structured electronic record systems, e.g. databases and IT business information systems.

These are all, by definition, records management systems, however, NMDDC will consider a corporate Electronic Document and Record Management System (EDRMS) that either complements these systems, serves to migrate unstructured data alongside these processes, or, in some cases, will replace these systems.

Record Life Cycle Management

The record life cycle describes the different stages records follow in their lifespan from creation or receipt to use and maintenance and finally disposal which is either the destruction or permanent preservation of the record.



Record Creation

All records should be created in accordance with the Corporate File Plan, Appendix A, which provides a framework for a consistent approach to classifying records across Council regardless of format or physical location, or in accordance with the departmental file plan which relates directly to each department's core function. The references for departmental files and records originate with the business information system, e.g. Tascomi; or the funding body of a project, e.g. Interreg V; etc., specifically created for or aligned to that department. These file plans are used to identify and retrieve records and practical steps should be taken to ensure that duplicate records are not created.

All files, electronic and paper, should include the minimum data set: reference number, file name and date created.

If a new file series is being created in response to a new data processing system, technology, project, etc., which requires the collection, receipt and processing of personal data, an assessment is required to identify if there is a need to undertake a Data Protection Impact Assessment (DPIA) to minimise the data protection risks created by the processing. The DPIA will provide information that will allow for secure processing and retention of personal and sensitive personal data which will guide how the associated records are created and stored. The DPIA template is saved in R:\Policies and Procedures.

Newly created information must be assessed to identify if it falls within the scope of NMDDC's Publication Scheme and the Records Manager informed of the specific class of information, its description, relevant publication and availability including any charges if applicable.

Record Naming & Good Practice

A filing structure reflects the relationship of business activities through careful structuring of folders (with meaningful titles) related to the records. In doing this the structure illustrates the department's business and provides a means of managing its records.

A filing system is the method for storing and organising computer files and the data they contain to make it easy to find and access them.

Naming folders, files, datasets, documents and records consistently, logically and in a predictable way through the application of accurate and descriptive references will distinguish similar records from one another at a glance. This will assist with the storage and retrieval of records enabling users to browse file names more effectively and efficiently. Naming records according to agreed conventions also makes file naming easier for colleagues because they will not have to 're-think' the process each time.

Documents held on shared drives need to be consistently named for prompt and accurate retrieval as they are accessed by other users and may be retained for many years.

Naming conventions will help you:

- create consistent names for electronic documents;
- distinguish documents from one another;
- determine the relevance of documents without having to open them; and
- sort documents logically and group related documents together.

Naming folders

A folder is a container within a file system used to store records (and other folders). It is the principal building block of a filing structure.

Keep folder names short and meaningful. Folders should be named according to function or service rather than directorate, department or personal names. They should describe the work that is being done, not who is doing it; e.g. a folder should be called Compliance at the top level, with sub-divisions describing the relevant areas of work such as Requests for Information or Policy as opposed to Compliance Department, Compliance Correspondence, etc.

Folder names should not be repeated in the hierarchy. For example, if the top level is Tourism, the second level should read Strategy, rather than Tourism Strategy. The only exception to this rule is where a proper noun is concerned, e.g. where the second level reads Tourism Strategy Committee (TSC), as that is the name of the committee itself.

When creating new documents, spreadsheets, presentations, etc on the Q Drive they must be saved within a folder and not on the same level as folders as this will disrupt the filing structure. If it relates to a new project or new calendar year, etc. create a new folder first before saving the record within it.

Naming records

It is important that documents can be sorted by date, number or name and for all titles to be meaningful and relevant.

Metadata is data that describes the context, content and structure of a record and helps users to easily search for and find a record. Metadata will also allow users to manage a record throughout its life cycle. By ensuring the title of the record contains information such as the subject, date created, description, author, etc. users can search across a wide range of data to find both paper and electronic records efficiently.

The following rules should be followed:

- keep file names short, but comprehensible, using uppercase only for the first word or a proper noun;
- avoid acronyms and abbreviations unless regularly in use in the course of the department's business and easily recognisable and understandable during the retention period;
- ensure file names **do not exceed** 50 characters in length (including spaces and file extension). Note that even if a file name is only 50 characters long, it might exceed the total recommended character length of the file path because of where it sits in the filing structure. MicroSoft Windows does not support files whose entire file path exceeds **200 characters** and the IT Department is therefore unable to provide assistance with such files;
- do not use staff or team names within the file name as this may prevent others from locating the file, can be confusing and/or superfluous and may result in a data protection breach;
- do not use terms such as 'stuff', 'general' or 'miscellaneous';

- order the elements in a file name in the most appropriate way to retrieve the record, with the most important element first;
- avoid repetition and redundancy;
- documents which will be used and reviewed by groups of people must contain version information - the version number should be indicated in the file name by the inclusion of 'V' followed the version number and, where applicable, 'DRAFT' or 'FINAL';
- when using a date in the file name always state the date in this format:

YYYY or YYYY-MM or YYYY-MM-DD

using this format means that the chronological order of the records is maintained when files names are listed in the file directory which assists with file retrieval.

- when using a number in a file name always give it two digits, i.e. 01 – 99;
- avoid non-alphanumeric characters, such as: ? ; : / \ < > * & \$ £ + = and full-stops. Hyphens may be used;
- the file name of an email attachment should include the name of the correspondent, an indication of the subject, the date of the correspondence, 'att' and the number of attachments sent with the covering email;
- date, subject and author should be given if appropriate, e.g. for a letter;
- digital photographs should be saved as '.jpg' files and must not exceed 2Mb in size. Exemptions must be approved by the IT Department;
- when saving items such as digital photographs and scanned images, the title should be changed from the system-generated number to a something meaningful;
- a description of the application, e.g. PowerPoint, Access, should not be included in the document title - this is apparent from the document icon and extension;
- words describing the form or format of a document, such as 'draft', 'letter', 'presentation', 'spreadsheet', should not be used at the start of file names; and
- 'FW' and 'RE' should be removed from the titles of emails saved to folders.

Departmental naming conventions are to be included in the Departmental Records Management Manuals.

Version Control

Version control is the process by which different drafts and versions of a document or record are managed. It is a tool which tracks a series of draft documents, culminating in a final version. It is important that the system is applied systematically and consistently, particularly when a document is updated by different people and at different times. Version control is beneficial for documents such as policies, procedures or regulations.

Using a system of version control means that:

- there is an 'audit trail' of how a document developed during the drafting process;

- you can be confident that you have the most up to date version of a document;
- you can prove which documents were 'in force' at a particular date – this might be crucial for appeals processes, for example; and
- you can confidently delete draft or redundant versions of documents.

Version control is achieved by adding a number at the end of a file title. Each successive draft of a document is numbered sequentially from 0.1, 0.2, 0.3... until a finalised version is complete. This would be titled version 1.0. If version 1.0 is to be revised, drafts would be numbered as 1.1, 1.2, etc. until version 2.0 is complete.

In addition to adding the version number to the end of the file title, it should also be displayed within the document. The version number should appear on any document title page, and also in the header or footer of each page. To ensure against the accidental loss of final versions of records, a read-only tag can also be applied. Should any changes to this document be made, the user will be prompted to save the file with a new title.

Version Control Tables

Some documents will require a version control table, which should be inserted at the beginning or end of the document. This approach may be necessary for documents where there are legal or regulatory reasons for having a clear audit trail of changes. It is also good practice for all policy documents. The version control table (see example below) must be updated each time a change is made to the document. It details:

- the new version number;
- the date of the change;
- the person making the change; and
- the purpose of the change or the change itself.

Version	Date	Author	Changes
0.1	21/03/2018	J Smith	Initial Draft to Working Group
0.2	02/04/2018	J Smith	Suggested amendments added by track changes
1.0	06/06/2018	J Smith	Final version approved by SMT
1.1	08/09/2018	E Brown	Revision of Section 2.3 to clarify procedure
1.2	03/05/2019	M White	Update to contact details

Keeping Drafts and Final Versions of Documents

Once a document is finalised, a decision should be made on whether the drafts should be kept or whether they can be deleted. In the majority of cases it is possible to delete drafts once the final version of a document has been agreed. This will reduce confusion caused by the duplication of documents and means that there is less danger of earlier versions being accidentally made available or having to be provided under the FOIA. Drafts must be kept if it is necessary to preserve a record of the process of developing the document. This may be, for example to maintain a record of why particular changes were made or to help when the document is redeveloped at some future date

DRAFT or FINAL watermarks must be added to documents, spreadsheets and powerpoint presentations, to make their status clear to all users. Use MS Office Help to advise on adding watermarks as the steps will vary dependent on the version of MS Windows.

Record Maintenance

Electronic files must be saved and stored in line with this procedure and updating and cleansing folders must be carried out routinely. Files must be moved to retention folders at the appropriate time and in accordance with the Retention and Disposal Schedule.

Storage accommodation for paper records must be safe from unauthorised access, clean and tidy, prevent damage to the records and provide a safe working environment for staff.

All paper files should be kept in good condition. If a file becomes too big then the file should be split and new folders created to hold the information. The new folders should be marked clearly with the same details and clearly indicating which section it refers to; Part 1, Part 2, etc. Inform Records Management when new parts have been created so the filing system can be updated to reflect any changes.

Records that have been superseded must be updated or replaced within the file structure, the publication scheme and the corporate website.

Record Access

It is important that records are protected from unauthorised access, however they must be stored in a manner that ensures the efficient delivery of Council services and accurate naming and storing of files is essential to achieve this.

Individuals have a right to access NMDDC's records under legislation such as the DPA, GDPR, FOIA and EIR. Effective and compliant records management allows Council to meet these statutory obligations and the Access to Information Policy and Procedure saved in R:\Policies and Procedures provides information on managing requests for recorded information held by Council.

Record Disclosure

There are a range of statutory provisions that limit, prohibit or set conditions in respect of the disclosure of records to third parties, and similarly, a range of provisions that require or permit disclosure. Refer to the Access to Information Policy and Procedure for further information on managing the disclosure of Council records and/or contact the Compliance Team.

Record Security

NMDDC is committed to ensuring the confidentiality, integrity and availability of Council's records. Data Classification, Protective Marking and Information Handling, Appendix B, provides detailed guidance on Council's procedures for record security.

Line Managers should ensure that when a member of staff leaves, responsibility for records held on personal drives, emails and other locations not accessible to colleagues is transferred to another member of staff and out of date information deleted.

At the point at which an Elected Member's term of office comes to an end all information, including emails, held on Council equipment will be retained and/or disposed of in accordance with Council's Retention and Disposal Schedule. All Elected Members are responsible for adhering to this policy and procedure. Should any non-Council information be held on any item of IT equipment Elected Member's should remove prior to return, otherwise it will be deleted. The Democratic Services Manager should ensure completion of this task.

Record Closure

When a record is closed it must be documented and stored to ensure that it remains accessible throughout its retention period and can be reviewed prior to either destruction or selected for permanent preservation. When a file is closed no new papers should be added to it.

NMDDC's Retention and Disposal Schedule, saved in the R Drive:\Policies and Procedures folder, provides retention timescales for to ensure files are not kept longer than necessary.

Electronic media, such as CDs, should not be attached to or stored with paper records to ensure preservation of these materials. These should be filed separately with the location noted on the original record and filing system.

Review and sort files before closing them to remove unnecessary material that is not relevant to the record.

Closing Electronic Records

Electronic folders should be archived if there has been no activity for 12 months in an archive folder created for this purpose. Sub-folders will hold the retained the data and Line Managers will retain access to carry out 6 monthly reviews of the contents and, where applicable, implement the disposal of relevant records and folders in accordance with the Retention and Disposal Schedule.

Folders that are in continuous use should be closed annually. For example, for agendas, minutes and background papers for meetings, 'archives' should be created annually so that efficient information management and retrieval can be maintained.

Closing Paper Records

Each hard copy file must have a Certificate of File Closure attached to the inside cover of the file. If a large number of files are being boxed together for archiving, each box must be numbered in sequence starting with the oldest files and will need a list of the contents in a table with the following information attached to the top and side of the box:

- Department name;
- File reference;
- File name;
- Date file closed; and
- Proposed disposal date

See Appendix D for a copy of the Certificate of File Closure Form. For further information on closing files and associated forms refer to Council's Retention and Disposal Schedule.

Record Disposal

It is important that records are not kept for longer than is needed. A record can only be retained for longer than the minimum period if it is required for an existing request for information or legal proceedings.

The length of the retention period depends upon the type of record and is based upon the business needs of NMDDC in addition to the regulatory environment within which the Council operates.

Records must be retained, closed and disposed of in accordance with this procedure, Council's Retention and Disposal Schedule and any relevant privacy notice.

The retention period is calculated from the point the file is closed and destruction will take place following a review by the Head of Service and authorisation by the Director. All destruction decisions must be agreed with the Assistant Director of Corporate Services, Administration and the Records Manager. Destruction will be conducted by passing to a confidential contractor or as the Council deems appropriate.

Where the action is permanent preservation by Council, a review of the records will be carried out so as to eliminate redundant information and personal data or sensitive personal data that has no lawful basis for permanent preservation.

Where the action is PRONI permanent preservation appropriate arrangements will be put in place to ensure timely transfer.

Non-records should be disposed of as soon as possible after their primary usefulness has expired. Unlike Council records, non-records do not require approval prior to their disposal.

Non-Records may still be valuable to the business processes of units and they may still be expected to be kept locally within a department for future business processes. For example, some units may want to have ready access to reference copies of contracts for use when drafting new contracts for similar goods and services. For this reason, departments may intentionally retain these copies for specified periods of time, but they should plan to dispose of the materials as soon as their primary usefulness has expired.

Vital Records Management

Vital records are essential to NMDDC's core business and must be processed and stored accordingly. Historical records that are not essential to the operation of Council but are of value are recorded in the Retention and Disposal Schedule and should be included in any business continuity plan.

Electronic vital records must be stored on central servers so that they are protected by appropriate back-up and disaster recovery. They must not be stored on portable hardware or on a laptop hard drive or personal hard drive. A readable format such as PDF/PDFA or plain text or rich text format should be used for vital records that are assigned a lengthy retention period.

Vital Records which are only available in paper format should be duplicated, in the same or original format depending on requirements, and the originals and copies stored in separate locations if possible. If duplication is impracticable or legally unacceptable, fire protection safes must be used to protect the documents.

Lost / Missing Records

It is important that records can be retrieved at any time whether active, inactive or closed for administration and/or legal purposes. A lost/missing record is a record either that cannot be found following a search in the office environment or is unavailable. The loss of records constitutes a reportable incident and should be reported in accordance with Council's Missing/Lost Record Recovery Plan below.

Should a record be mislaid or lost there are four main elements the Council will focus on:

- Recovery of the record;
- Assessment of the ongoing risk caused by the record being mislaid or lost;
- Notification of the loss and potential breach; and
- Evaluation of Council's response.

Council's Missing/Lost Record Recovery Plan

The missing record should be reported as soon as possible to the departmental manager or Head of Service and the Compliance team notified of a possible breach in the event that the record is not recovered. If the file contains personal data or sensitive personal data the Data Protection Officer must be notified as soon as possible. If the file contains sensitive commercial data the Chief Executive Officer must be notified immediately.

A thorough search should be carried out immediately with the progress of the search tracked and recorded to ensure no duplication of effort.

The missing record must be marked as missing in either the electronic or manual tracking system in use. A temporary file should be created, clearly marked as a temporary file, populated with all relevant information available for that record and the electronic or manual filing system updated to note that a temporary file has been created.

When the record is found record the following:

- the date it was found on the electronic or manual filing system;
- name of the person who found the record;
- the location where it was found;
- the reason why it was lost and returned, if known; and
- document lessons learned in the process to prevent future misplacement of files.

When a file containing personal data or sensitive personal data has been recovered, notify the Data Protection Officer immediately providing details for the breach report, see the Access to Information Procedure for further information on Council's breach management plan.

When a file containing sensitive commercial data has been recovered, notify the Chief Executive Officer immediately providing details of the recovery.

Review the temporary and original files and merge together and notify the details of the incident on the electronic filing system and/or on the inside front cover of the hard copy file.

If, after six months, the record is still missing, inform the Data Protection Officer and Chief Executive Officer that the record is permanently missing, that the investigation is to be closed and relevant reports completed. Document the missing record and actions taken to recover it and update the temporary file accordingly. Implement lessons learnt to prevent future loss of files.

Tracking Records

Recording and knowledge of the whereabouts of all records is essential if the information they contain is to be located quickly and efficiently. One of the main reasons why records get misplaced or lost is because their next destination is not recorded.

A departmental tracking system for all records should be in place to ensure that all information can be found quickly and easily.

A manual tracking system may consist of an index card or tracking schedule to record movement of information. An electronic tracking system could be on a spreadsheet using an On Loan column or on a database using the Notes section to record file movements.

To ensure that information is correct and applicable, all departments must ensure that their tracking system is routinely checked and updated.

Tracking systems should record the following minimum information:

- the reference number of the record;
- any other applicable identifier i.e. department, building, etc.;
- person or department who is taking the file out on loan;
- person, department and place to where it is being sent; and
- date of loan / transfer; and
- date of return, if system applicable.

See Appendix E for a copy of the File Tracking Schedule located at R:\Policies and Procedures\Procedure Forms.

Transferring Records

When a file is requested by another department and/or location choose one of the following options for both the delivery and return of the file or folder:

- collected/returned in person, details and receipt to be confirmed by email; or
- sent securely via Council courier or internal post – request email confirmation of receipt.

Both options require the sender, or borrower if applicable, to complete the File Tracking Schedule.

Files must be named and have a reference number before they can be transferred, this includes drafts and working documents, codes can be used to protect the contents if they contain official-sensitive material. Ensure that files are collected by staff members appropriate to the classification of the file and that files are protectively marked and securely packaged.

In the event that a colleague collects or returns the file on behalf of the record owner/requester this must be agreed in advance and an email confirmation of receipt sent.

Where possible, requesters should indicate how long they may require the file and return it as soon as possible once the file is no longer required.

File owners should regularly audit their filing system and confirm the status of any files out on loan to departmental colleagues or other departments/locations.

Should a staff member loan a file to a colleague whilst it is signed out in their name they will remain responsible for its security and will be held accountable in the event that it is mislaid.

Email

Emails record actions and decisions and must be managed as effectively as paper and other electronic records. Messages should be arranged in a record-keeping system to allow information to be easily located and retrieved, and regularly reviewed and deleted according to the retention schedule. Save relevant emails into shared mailboxes/folders and regularly delete emails which have only short term value.

Email is merely a format and messages cannot be treated as a uniform series with a single retention period. Retention should be determined by the subject matter or business purpose, as for any other record.

Staff leaving Council or moving to another department must transfer any business related emails to either the departmental mailbox/folder or a nominated colleague to ensure that data is retained for Council use.

Paper Diaries

NMDDC issues paper diaries for staff use on official Council business. These diaries remain the property of NMDDC at all times as they form a record of Council business activities and staff are responsible for the safe keeping and secure storage of them.

NMDDC is the owner of all Council information which is recorded and stored in diaries, irrespective of whether the diary is Council issued or acquired externally but used for Council business.

All Council staff have a personal responsibility for ensuring any personal identifiable data, confidential or sensitive information is held securely and therefore no personal data is to be held within these paper diaries.

Names and domestic addresses of customers or other activity locations should be recorded but must not be written together. If a printed record with personal data is required to facilitate a domestic site or other visit it must be kept securely and disposed of upon return.

Information noted in paper diaries whilst on site or other visits must be transferred to the appropriate document, business information system on return to the office. File notes of conversations that form a record must be filed in accordance with this procedure.

Staff leaving Council must return their paper diary to their line manager. Paper diaries will be held securely in the departmental office for one year following completion and then transferred to archive storage in accordance with NMDDC's Retention and Disposal Schedule.

In the event of the loss or theft of a paper diary the staff member or Elected Member must immediately notify the Data Protection Officer of the incident to minimise the risk of a data breach.

CCTV

NMDDC operates a number of CCTV Cameras at various Council premises throughout the district and images captured on CCTV footage must be processed as a Council record in accordance with this procedure and the Access to Information Procedure which also provides further information on the purpose, operation and security of Council CCTV.

Social Media

Social media is one of the defining applications for next-generation business environments and every social media related activity represents a potential corporate record. If the information contained in a social media post or blog is unique and not available anywhere else and is a record of Council business, it must be managed in accordance with this procedure for Council to be compliant with statutory and regulatory requirements.

The use, storage and disposal of information collected from social media sites must be included in associated privacy notices to identify how Council manages these records.

Photographic Images

Photographic images form a record of Council's activities and, as photographic images of individuals and small groups can be defined as personal data, the collection, processing, sharing, storage, retention and disposal must be carried out in accordance with this procedure, NMDDC's Media Policy and Procedure, the DPA 2018 and the GDPR 2018.

Photographic images can only be used for the purpose they were originally taken and must be stored in clearly marked folders relating to that purpose. If relying on consent under article 6(1)(a) of the GDPR as the lawful basis for processing the image(s) the consent paperwork must be stored with the images themselves including any consent to share the data with defined third parties.

Mobile Devices

The use of any mobile device to process and access Council information creates risks including those relating to data protection, virus infection, copyright infringement, unintentional or unlawful compromise of data and even loss or theft of device and / or data. Personal data must be processed in accordance with the Records Management Procedure, the GDPR and the DPA regardless of the device used to access the information. Users are required to keep Council information and personal data secure.

NMDDC reserves the right to refuse to allow access to particular devices or software where it considers that there is a security or other risk to its information.

NMDDC is the owner of all Council information which is created on, transmitted to, received on or printed from, stored or recorded on each mobile device, either during the course of Council business or on Council's behalf, irrespective of who owns the mobile device.

Mobile device users are responsible for:

- the security of Council information and of the device on which the information is held, applying additional security measures as required for Official-Sensitive information;
- storing Council information on the Mobile Device only for so long as necessary;
- transferring information only to permitted recipients;
- storing or transferring information only to Council approved cloud computing services;
- deleting Council information from the mobile device when no longer required or sooner if required by Council to delete it; and
- complying with this procedure and related policies;

Mobile devices used to access/store OFFICIAL-SENSITIVE information should be subject to additional protection measures, such as encryption, to reduce opportunities for loss or compromise of the information.

Mobile devices must never be left unsecured. When unattended the device must be locked (password / passcode / PIN protected) and the mobile device should be secured.

In the event of loss or theft of any mobile device the staff member, Elected Member or third party contractor must act promptly to minimise the risk of compromise to Council information by immediately notifying the IT Service Desk and the Data Protection Officer of the incident and reporting theft of a device to the Police and Facilities Management.

NMDDC reserves the right to carry out an investigation into the circumstances of the loss or theft of a mobile device.

Roles and Responsibilities

The Council is responsible for adopting the Records Management Policy & Procedure, considering and approving changes to it, and reviewing reports on records management matters.

Responsibilities of Council Staff

The Chief Executive and Directors have a general responsibility to ensure that all records management systems and information within their control are managed according to statutory responsibilities and Council policies and procedures.

Assistant Directors and Heads of Department, as Council's Information Asset Owners, are responsible for ensuring that all information and records management systems within their control comply with the Records Management Policy and Procedure.

The Records Manager is responsible for developing policies, procedures, guidelines, records classification systems, and retention and disposal schedules and for the provision of staff training in Records Management processes.

The IT Department is responsible for supporting Records Management by providing guidance and codes of conduct on the use of IT systems. IT is also responsible for the security of data held electronically and ensuring that it is backed up in accordance with Council policy.

All Council Staff have records management responsibilities and should be aware of the value of the records they create, process and maintain and are responsible for:

- ensuring they keep appropriate records of their work in Council and manage those records in keeping with this policy and procedure and with any guidance subsequently produced;
- creating records which are consistent, reliable, accurate and complete;
- identifying records which should be captured for business function or content;
- recognising e-mails which are records and filing accordingly;
- storing records in accordance with this procedure and the departmental process;
- applying data classification and protective marking to records where appropriate;
- handling records containing personal information in line with the GDPR and Data Protection Act;
- ensuring that searching, viewing and browsing records is done only for official Council business purposes;
- creating and managing drafts and finalising documents when appropriate to ensure they become Council records; and
- applying appropriate disposal and retention actions to records based on this procedure and NMDDC's Retention and Disposal Schedule.

Responsibilities of Elected Members

Individual Elected Members should be aware that records created within the conduct of their role are the property of Council and therefore must be processed and maintained in accordance with the Records Management Policy and Procedure and the Retention and Disposal Schedule and associated legislation. Elected Members are responsible for ensuring:

- they support good records management and comply with the principles of data protection and freedom of information as public representatives;

- records are complete, accurate and meaningful to provide a valid and accurate account;
- records are created and named in accordance with this procedure;
- records of conversations or telephone calls relating to official Council business are written up and saved as a file note in the appropriate folder as soon as practicable after an event, decision, agreement or business activity;
- any correspondence sent or received and any record created as official records, in any format, are saved in the appropriate electronic or hard copy folder;
- records are provided, when requested by the Democratic Services Manager and Records Manager, for inclusion in the retention and disposal schedule; and
- members must return official records, including emails, to the Democratic Services Manager for the purposes of retention and disposal when their term of office comes to an end.

Elected Members must not use private email systems for official Council business purposes.

Responsibilities of Third Parties

Third Parties, e.g. contractors, consultants, etc., must adhere to this procedure and have their own administrative practices documented and assessed in similar ways to Council business units as part of the tendering and contract monitoring processes. To do this, they must allow access by relevant Council staff to any Council records they create, receive or manage, including any records keeping system within which they are held.

Council Staff, Elected Members and Third Parties must not intentionally delete, destroy or alter official records. Records are only to be disposed of in accordance with Council's Retention and Disposal Schedule.

Training

All staff and Elected Members will be provided with mandatory Records Management training which will be required to be undertaken every three years, subject to legislative amendments. Refresher guidance will be provided annually.

Records Management training will form part of the Council's induction for new employees. A copy of this policy and procedure will be provided to all employees and Elected Members.

Monitoring and Review

Compliance with the policies and procedures laid down in this document will be monitored via the Records Manager together with independent reviews by both Internal and External Audit on a periodic basis.

The Records Manager, in conjunction with the Assistant Director Corporate Services (Administration), is responsible for the monitoring, revision and updating of this document.

Section 3: Appendices

Appendix A - Corporate File Plan

A file plan provides a framework for a consistent approach to classifying records across an organisation regardless of format or physical location. Well-structured corporate and departmental file plans allow for efficient retention and disposal of records.

NMDDC uses a number of differently named network drives to allow staff to fulfil their duties. Not all drives are accessible to all staff and the main drives in use are outlined below.

Q Drive

NMDDC currently uses a shared drive system for creating and storing electronic documents and records. Most departments have a folder on the Q Drive which is accessible to all members of the team. **ALL** departmental work **MUST** be created and stored on the Q Drive. It is not permitted to create new folders in any other network drive with the exception of the R Drive where it is permitted for specific time-limited reasons and in accordance with the process set out below.

All departments should create sub-folders as outlined in the section on Creating Records above. The structure of each departmental folder will reflect the department's business and provide an environment where a common understanding of how records should be stored and retrieved can be presented.

In addition, third party business information systems create references for certain departmental records, e.g. within Building Control, the Te-Build database automatically creates a reference for each new application submitted to Council regardless of location. The same reference is used for both database and paper files. Should there be a requirement to open a sub-folder on the Q Drive relating to this file the same reference is used for efficiency and to facilitate compliance with the GDPR, DPA, EIR and FOIA.

R Drive

The R Drive has two purposes, it is used primarily for Council business related information that is relevant to all staff, e.g. Policies and Procedures and secondly to allow designated staff across different departments to access a folder with information that is required by both teams, e.g. an ERT Officer providing data in response to a Freedom of Information request from the Compliance team. Sharing a folder in this manner minimises the risk of data being accessed by a third party and also ensures that all involved are working on the correct version of a document.

In order to create a secure folder on the R Drive, a Line Manager or Head of Service must send a service request via Hornbill to the IT Department, identifying the need for a folder, the folder name and who is to have access to that folder. Once the shared project or piece of work has been completed then the data must be transferred to the correct departmental folder and maintained in accordance with NMDDC Retention and Disposal Schedule.

The R Drive is not a repository for documents and folders that do not fit in with the existing departmental file plan or for sharing with other staff without the specific prior approval of senior management. The Records Manager will carry out regular checks of the R Drive to ensure non-compliant folders are removed to the correct location(s).

P Drive

The P Drive is for creating and storing work related personal files such as learning and development application forms, HR and Payroll queries. The P Drive may be used for creating first drafts of documents that require design or layout work before saving in the Q Drive. No records may be stored on the P Drive as this prohibits sharing of work and retrieval of records in the event of a staff member's absence.

L & S Drives

Respectively, Libraries and Projects, these Drives are repositories for specific folders created with authorisation by Heads of Service and IT.

The L Drive holds libraries of documents or images used by Council departments and have restricted access for designated users only.

The S Drive is for major Council projects that require input from a number of departments and allows designated staff to share information and manage version control. A Head of Service must submit a Hornbill request to the IT Department advising the nature and size of the project and providing the name of the lead folder.

These Drives are not for general use.

W & Z Drives

The W & Z Drives are the legacy Down District Council and Newry and Mourne District Council Drives. These Drives will be phased out in accordance with the IT transformation strategy.

OneDrive

Elected Members use OneDrive for all Council related business and have no access to any other Network Drives. OneDrive is used to create and store records and may also be used for sharing documents with agreed and approved internal third parties only.

Paper Files

Corporate file references have been created to manage paper records and these must be used when creating new files. The root of the reference may not be amended but is added to in order to identify the specific work area. The date of creation is essential to ensure compliance with the Retention and Disposal Schedule.

As with automated departmental file references being replicated across all formats, these corporate file references must be replicated on the Q Drive when creating electronic folders to store records relating to that specific work area.

The main purpose of the file plan for both electronic and paper files is to ensure that records are created and stored in the same way across Council, the subject is easily recognised and understood, they are accessible to the appropriate staff and can be easily retrieved for both use and disposal.

Where possible and practicable, creating and maintaining electronic rather than paper files in accordance with this procedure, will be more efficient and effective in managing Council business.

Information Audit

A Council wide information audit is currently in progress to review compliance with the GDPR and to record processing activities across all departments. The audit results will inform change and provide the basis for implementation of new records management and filing systems plans and procedures.

Regular departmental information audits will be carried out to ensure Council maintains a robust records management system.

Functional Business Classification Scheme

The next stage in the NMDDC records management process will be to create a functional business classification scheme (FBCS). The FBCS will be an integral feature of any future Council corporate file plan. The existing bespoke business information systems, paper records and shared drives have no single unified system as the basis for classifying, storing, accessing, and disposing of information. The introduction of a classification scheme and file plan that will be used across all departments will provide a common and consistent framework for handling information. The FBCS will support all areas of Council's business, including programme and project-based working and the effective retention and disposal of Council records. The information audit will provide a functional analysis of Council on which to base the framework with the following purpose and benefits:

- To create a clear classification that represents the business purpose and functions of the organisation;
- To provide clear links between records that are generated from the same functions and activities;
- To deliver systematic and economical storage of records determining where records should be placed and creating order and unity across Council;
- To prevent needless duplication of records and information;
- To assist users in readily finding records and information;
- To ensure compliance with the retention and disposal schedule; and
- To ensure access rights are clear and information security maintained.

A FBCS is be organised into a three-level classification as follows:

- Function - used as a top-level term to represent the major responsibilities that are managed by Council to fulfil its goals.
- Activity - used to describe the major tasks performed by Council to accomplish each of its functions. Several activities may be associated with each function.
- Process/Transaction - used to describe the tasks, which take place on a regular basis to perform each activity.

Two further levels will hold specific transactional folders and files/records respectively.

Defining the FBCS and corporate file plan is a future cultural change programme for Council which will be carried out in consultation and participation with staff across all Directorates. It will enhance NMDDC's capacity to share, communicate and use information more effectively and efficiently. Adherence to the records management procedures presented above will ensure that all staff, Elected Members and relevant third parties are prepared for change.

Below is the existing corporate file plan created for use in conjunction with the electronic shared drive filing system and paper filing. As discussed above, the references provided are predominantly for use in paper filing but also form the basis of any linked electronic files.

Active paper files, both legacy and newly created, are stored in the central filing and departmental filing rooms. Please note that it is essential to close paper files in accordance with the procedure above and ensure that they are not held beyond the retention date.

The file plan is based on the departments and business functions within each Directorate. The electronic shared drive filing system may break down departments into teams/business functions when applicable.

1.0 Chief Executive's Directorate			
Department	Mapping ID	Business Function	File Plan Reference
Chief Executive's Office	1.1		CEO/
	1.1.1	Administration	CEO/AD
	1.1.2	SMT	CEO/SMT
	1.1.3	Local Government Chief Executive's Group	CEO/LGCEG
Democratic Services	1.2		DS/
	1.2.1	Elected Members Support	DS/MS
	1.2.2	Elections	DS/EL
	1.2.3	Council Constitution	DS/CC
Community Planning & Performance	1.3		CPL
	1.3.1	Community Planning	CPL/CP
	1.3.2	Local Development Programme	CPL/LDP
	1.3.3	Strategic Programmes	CPL/SP
	1.3.4	Transformation, Innovation & Performance	TIP/TIP

2.0 Enterprise, Regeneration & Tourism Directorate			
Department	Mapping ID	Business Function	File Plan Reference
Enterprise, Employment & Regeneration	2.1		EER/
	2.1.1	Regeneration & Business Development	EER/RBD
	2.1.2	Programmes	EER/
Tourism, Culture & Events	2.2		TCE/
	2.2.1	Tourism Product Development	TCE/PD
	2.2.2	Culture, Arts & Heritage	TCE/CA
	2.2.3	Events	TCE/EV
	2.2.4	Museums	TCE/MU
Area Planning	2.3		
	2.3.1	Development Management	PL/DM
	2.3.2	Planning Enforcement	PL/ENF
	2.3.3	Local Development Plan	PL/DP
Building Control & Enforcement	2.4		
	2.4.1	Building Regulations	BCR/BR
	2.4.2	Licensing	BCR/LIC
	2.4.3	Postal Numbering	BCR/PN
	2.4.4	Enforcement	BCR/ENF

3.0 Active & Healthy Communities Directorate			
Department	Mapping ID	Business Function	File Plan Reference
Health & Wellbeing	3.1		HW/
	3.1.1	Environmental Health	HW/EH
	3.1.2	Sustainability	HW/SUS
Leisure & Sport	3.2		
	3.2.1	Indoor Leisure	LS/LR
	3.2.2	Parks & Open Spaces	LS/POS
	3.2.3	Sports Development	LS/SD
Community Engagement	3.3		
	3.3.1	Engagement	CEN/CE
	3.3.2	Community Services, Facilities & Events	CEN/CS

4.0 Neighbourhood Services Directorate			
Department	Mapping ID	Business Function	File Plan Reference
Waste Management	4.1		WM/
	4.1.1	Waste Processing & Enforcement	WM/WM
	4.1.2	Refuse & Cleansing	WM/WD
	4.1.3	Fleet Management	WM/FM
Facilities Management & Maintenance	4.2		FMM/
	4.2.1	Facilities Management	FMM/FAC
	4.2.2	Cemeteries	FMM/CEM
	4.2.3	Council Markets	FMM/MKT
	4.2.4	Grounds Maintenance	FMM/GM

5.0 Corporate Services Directorate			
Department	Mapping ID	Business Function	File Plan Reference
Administration	5.1		AD/
	5.1.1	General Administration	AD/GA
	5.1.2	Compliance	AD/FOI /EIR /SAR
	5.1.3	Legal Administration	AD/LEG
	5.1.4	Customer Services	AD/CS
Human Resources & Safeguarding	5.2		HR/
	5.2.1	General HR	HR/GEN
	5.2.2	Recruitment & Selection	HR/SA
	5.2.3	Learning & Development	HR/TR
	5.2.4	Safeguarding	HR/SF
Finance & Systems	5.3		FIN/
	5.3.1	Financial Management	FIN/FMA
	5.3.2	Audit & Risk Governance	FIN/ARG
	5.3.3	Pay & Pensions	FIN/SA
	5.3.4	Procurement	FIN/PPS
Information Technology	5.4		IT/
	5.4.1	Systems & Infrastructure	IT/
	5.4.2	ICT Support	IT/
	5.4.3	Security	IT/
Corporate Planning & Policy	5.5		CPP/
	5.5.1	Corporate Policy	CPP/PO

	5.5.2	Corporate Plan	CPP/CPL
	5.5.3	Equality, Disability & Irish Language	CPP/EDIL
	5.5.4	Projects	CPP/PROJ
	5.5.5	Marketing	CPP/MK
	5.5.6	Internal Communications	CPP/IC
	5.5.7	PR & Media	CPP/PRM
Estates, Capital Projects & Property Assets	5.6		EPM/
	5.6.1	Capital Projects	EPM/CPP
	5.6.2	Property Asset Management	EPM/PM
	5.6.3	Corporate Health & Safety & Emergency Planning	EPM/CHS

Appendix B - Data Classification, Protective Marking and Information Handling

Introduction

The effective security of all information NMDDC creates, collects, processes, stores and shares to conduct business and deliver services is a key priority for Council. It is vital for public confidence and the efficient, effective and safe conduct of NMDDC's business. In the normal course of carrying out its duties, Council processes, manages and shares a broad range of information from, but not limited to, the public, businesses and local and central government departments.

Some of NMDDC's services directly involve the creation, collection, management and handling of personal data, sensitive personal data and sensitive commercial data and this information must be managed appropriately and securely.

Data Classifications indicate the sensitivity of data (digital and paper), in terms of the likely impact resulting from compromise, misuse or loss. This scheme sets out the protocol for the appropriate handling of information in accordance with the intrinsic needs and values of Council and relevant compliance requirements.

It is the responsibility of all Council, Elected Members and third parties to safeguard any information or data that they access, irrespective of whether it is protectively marked or not.

This scheme applies to all information assets created or held by Council in whatever format and however it is stored.

Inappropriate disclosure of Official and Official-Sensitive information, its accidental loss or deliberate theft could lead to the Council being levied with a fine in accordance with the terms of the (GDPR), as well as experiencing a loss of reputation.

Data Classification

Government Security Classifications introduced in 2014 provide for a baseline set of controls that offer an appropriate level of protection to the data held, Official, Secret and Top Secret.

OFFICIAL is the relevant data classification for ALL routine public sector business, operations and services. NMDDC will operate exclusively at this level including the subset categories of **OFFICIAL-SENSITIVE**, **OFFICIAL-SENSITIVE: PERSONAL** and **OFFICIAL-SENSITIVE: COMMERCIAL**.

It is unlikely that NMDDC will work with Secret or Top-Secret information, however in the event that the Secret classification is required this will reflect that the information requires protection in proportion to the classification.

OFFICIAL-SENSITIVE and its PERSONAL and COMMERCIAL descriptors are not separate classifications but rather identify OFFICIAL information that could have damaging consequences to a third party or the Council, if lost or disclosed without consent and needs to be treated with particular care.

These classifications place greater emphasis on individuals taking personal responsibility for data they create and hold.

Protective Marking

Protective marking indicates to others the data classification category and level of protection needed in handling, transferring / sharing and storing information.

Once the data classification has been determined, this is communicated to others by displaying the classification category thus protectively marking the document or file.

There is no requirement to explicitly mark routine information as all unmarked documents will be assumed to be OFFICIAL. All documents created, processed and shared by NMDDC are a Council asset and have value and must be handled in accordance with Council's policies and procedures.

A limited subset of OFFICIAL information could have more damaging consequences if it were accessed by individuals by accident or on purpose, lost, stolen or published in the media. This subset of information should still be managed within the OFFICIAL classification tier but should have additional measures applied in the form of OFFICIAL-SENSITIVE.

This marking is necessary for person-identifiable information and commercially sensitive information and is applicable to paper and electronic documents/records.

In addition to the marking of OFFICIAL-SENSITIVE, further detail is required regarding the content of the document or record as follows:

OFFICIAL-SENSITIVE: COMMERCIAL

Commercial information, including that subject to statutory or regulatory obligations, which may be harmful to NMDDC or a commercial partner if improperly accessed.

OFFICIAL-SENSITIVE: PERSONAL

Personal information relating to an identifiable individual where inappropriate access could have damaging consequences.

In certain circumstances OFFICIAL-SENSITIVE information may contain both Personal and Commercial data, in such cases use of OFFICIAL-SENSITIVE will suffice.

Documents/records should be marked OFFICIAL, OFFICIAL-SENSITIVE, OFFICIAL- SENSITIVE: COMMERCIAL or OFFICIAL-SENSITIVE: PERSONAL and should be marked in uppercase as follows:

MS Office	the heading of each page
Hard Copy Files and Folders	on the spine or front cover of the folder
Emails	in the subject heading
Databases	where possible, protectively mark information produced or created from bespoke and in-house databases

All Council staff, Elected Members and third parties have a responsibility for protectively marking documents and files to ensure the safeguarding of information assets owned by Council.

Data Classification Table

Classification Category	Impact if the information is lost or disclosed to unauthorised people:	Examples to consider:
OFFICIAL	<p>Almost all the routine information processed on a daily basis related to Council business will be OFFICIAL information.</p> <p>OFFICIAL information includes:</p> <ul style="list-style-type: none"> personal data that is already in the public domain which, if disclosed without consent, would not cause harm or distress to any individual and staff's personal data relating to their role in Council, e.g. name and job title; commercial, contractual information and intellectual property; and public safety, criminal justice and law enforcement. 	<p>routine reports;</p> <p>published annual reports;</p> <p>out-turn data for key performance indicators;</p> <p>information that is freely available, e.g. planning applications or information on the website;</p> <p>commercial/contractual information already in the public domain;</p> <p>information the Council is required by law or regulation to publish;</p> <p>names and job titles of Heads of Service and above; and</p> <p>information that is neither commercially nor personally sensitive.</p>
OFFICIAL-SENSITIVE	<p>This is information that could have damaging consequences if lost or disclosed and needs to be treated with particular care.</p> <p>OFFICIAL-SENSITIVE data can:</p> <ul style="list-style-type: none"> cause harm or distress to individuals; cause financial loss or loss of earning potential, or facilitate improper gain; lead to unfair advantage for individuals or companies; breach statutory restrictions on the disclosure of information; would lead to a breach of confidence to third parties (where information is not in the public domain); disadvantage the Council in commercial or policy negotiations with others; cause substantial harm or distress to individuals or groups; prejudice the investigation, or facilitate the commission, of crime; and impede the effective development or operation of Council policies or services. 	<p>customer or staff information for which we have a duty of care, e.g. names, addresses, bank account or credit card details, salary and medical records;</p> <p>combinations of data, some or all of which may be in the public domain, but when put together could cause harm or embarrassment to the staff, customers or business partners concerned;</p> <p>IT authentication details;</p> <p>financial or contractual information relating to procurement / tender process;</p> <p>the information is (or may become) the subject of, or concerned in, a legal action or investigation;</p> <p>exempt committee papers e.g. "in closed session";</p> <p>information relating to internal or criminal investigations/complaints/appeals;</p> <p>supplier information provided in confidence; and</p> <p>commercial / sensitive information due, but not yet finalised e.g. "draft", for publication.</p>

Information Handling

Everyone has a responsibility to handle OFFICIAL information with care by:

- applying a clear desk policy;
- information sharing with the right people both internally and externally;
- locking PC screens when not in use;
- taking extra care when sharing information with external partners;
- only print where absolutely necessary;
- only use recognised couriers if sending hard copy and tamper proof envelopes;
- ensuring the security of files when transferring between sites; and
- using discretion when discussing information both in and out of the office.

All OFFICIAL-SENSITIVE material including documents, media and other material should be physically secured to prevent unauthorised access. As a minimum, when not in use, OFFICIAL-SENSITIVE: COMMERCIAL and OFFICIAL-SENSITIVE: PERSONAL material should be stored securely in a secure encrypted device such as a secure departmental drive or encrypted pen drive or USB stick, password protected disk, lockable filing unit, drawers or room.

OFFICIAL-SENSITIVE data must be managed as follows:

- it should only be shared with those who have a legitimate need to access it;
- it should be locked away in a secure cabinet, drawer or room when not in use;
- it should be saved securely in the correct drive;
- it should not be saved in a personal drive;
- if lost or stolen it must be reported to the Head of Service and Compliance department immediately.

Information Handling Procedures

Type of Information	OFFICIAL	OFFICIAL-SENSITIVE
Paper Records	<p>Secured in lockable cabinets, drawers, rooms when office is unattended.</p> <p>If off-site working, files, diaries, etc. are not to be left unattended or in a car.</p> <p>When posting, ensure correctly addressed and mark Private & Confidential.</p>	<p>Secured in lockable cabinets, drawers, rooms when not in use.</p> <p>Tidy desk policy and not left out when away from desk.</p> <p>Not permitted to be taken off-site.</p> <p>Use tracked mail only when posting, N.B. recorded email is not tracked until the information has been received by the recipient.</p> <p>It is recommended to "double envelope". Create a label advising: <i>"This letter is intended for [insert data subjects name]. If you have received this letter in error please do not open and return to the Data Protection Officer in NMDDC"</i>. Place the Official-Sensitive contents into the envelope and seal with the label. Place all into a second sealed and properly addressed envelope</p>

Q Drive	<p>It is a requirement to use the shared Departmental Q Drive for Council business.</p> <p>Non-Council work is not to be saved on the Q Drive.</p>	<p>It is a requirement to use the shared Departmental Q Drive for Council business.</p> <p>If required, request a restricted folder for the shared drive from the IT Service Desk to store sensitive documents.</p> <p>Password protect documents if required for transit only.</p>
P Drive	<p>The P Drive is for personal work-related files only.</p> <p>Personal media is NOT to be stored on the P Drive.</p>	<p>Sensitive personal and/or commercial data is NOT to be created or stored on the P Drive.</p>
R Drive	<p>The R Drive is a repository for information accessible to all Council staff, e.g. policies and procedures, forms, etc.</p> <p>The R Drive can also be used to share essential information between departments. This must be approved by the Head of Service and time limited to ensure good records management. Contact the IT Helpdesk to set up a folder if required.</p>	<p>Sensitive personal and/or commercial data is NOT to be created or stored on the R Drive.</p> <p>Secure folders for sharing sensitive information between departments can be set up on the R Drive. This must be approved by the relevant Heads of Service and time limited. Contact the IT Service Desk to set up a secure folder if required.</p>
W Drive and Z Drive	<p>The W and Z Drives are not to be used for creating or storing new documents of ANY nature.</p> <p>The information contained within these drives is for reference only and essential information should be transferred to the Q Drive. The remainder should be disposed of in accordance with Council's retention and disposal policy.</p>	
OneDrive	<p>OFFICIAL data may be stored on OneDrive, however all staff and Elected Members using OneDrive have a responsibility to ensure the information stored is secure and to take extra care when sharing data internally and externally.</p>	<p>It is not permitted to store and share OFFICIAL-SENSITIVE data on OneDrive.</p>
Email – between @nmandd.org accounts	<p>Check email trail to ensure your recipient is authorised to access the information.</p>	<p>Mark OFFICIAL-SENSITIVE: COMMERCIAL or OFFICIAL-SENSITIVE: PERSONAL in the Subject field.</p>

	<p>Verify recipient's address before you click send.</p> <p>Avoid putting a data subject's name in the Subject field where possible.</p> <p>Auto-forwarding to personal email is not permitted.</p>	<p>Check email trail to ensure your recipient is authorised to access the information.</p> <p>Verify recipient's address before you click send.</p> <p>Password protect email attachments.</p> <p>Do not send information to internet addresses, e.g. gmail, yahoo.</p> <p>Avoid putting a data subject's name in the Subject field where possible.</p> <p>Auto-forwarding to personal email is not permitted.</p>
Email – From @nmandd.org to external accounts	<p>As above and:</p> <p>Redact information from email messages and attachments if not relevant to all recipients.</p>	<p>As above and:</p> <p>Check whether there is a data sharing agreement in place to understand any security controls for sharing personal data.</p> <p>Redact information from email messages and attachments if not relevant to all recipients.</p>
Email – between two external email accounts for work purposes	<p>Not permitted.</p>	<p>Not permitted.</p>
Council Mobile Devices – e.g. laptops, tablets, smartphones, USB, CDs,	<p>Information must be password protected.</p> <p>Where access to the shared drive is not possible save temporarily to the desktop and transfer immediately to the shared drive when access becomes available. The desktop must be deleted immediately.</p> <p>Council devices are for work use only.</p>	<p>Information must be password protected.</p> <p>Where access to the shared drive is not possible save temporarily to the desktop and transfer immediately to the shared drive when access becomes available. The desktop must be deleted immediately.</p> <p>Council devices are for work use only.</p>

Appendix C - Glossary of Terms

Active Record

Active records are those records which are frequently used for current business and therefore should be maintained in their place of origin.

Archived Records

Archived records are records which have been created or received by NMDDC in the course of its activities and functions and selected for permanent preservation for their historical or evidential value by PRONI.

In addition, closed electronic records are saved in archive folders until such time as they are reviewed for either permanent retention or disposal.

Closed Records

Records are closed when the current business activity has ended. Closure begins the mandatory retention period for the records. Retention schedules require records to be closed either:

- at the end of a defined time period (e.g., the end of the fiscal or calendar year), or
- when a certain event relating to the record has occurred (e.g., the denial of a permit or receipt of final payment).

No new documents or records may be added to a closed file but they must be kept accessible for the duration of its retention period in the event it is required in accordance with Council's Access to Information Policy and for formal review prior to destruction or permanent preservation in accordance with Council's Retention and Disposal Schedule.

Data Protection Impact Assessment (DPIA)

A DPIA is a process designed to systematically analyse, identify and minimise the data protection risks of a project or plan. It is a key part of NMDDC's accountability obligations under the GDPR, will help assess and demonstrate how compliance with all Council's data protection obligations. It is an essential requirement at the outset of a new project or implementation of a new or revised data processing system to identify if a DPIA is required and to set up records management procedures in line with the requirements defined by the DPIA.

Information Asset

An information asset is a body of information, defined and managed as a single unit so it can be understood, shared, protected and exploited effectively. Information assets have recognisable and manageable value, risk, content and lifecycles. An example of an information asset is: all the files associated with a specific project. This might include spreadsheets, documents, images, emails to and from project staff and any other form of records. All individual items can be gathered together and treated the same as they have similar definable content, and the same value, business risk and lifecycle.

Information Asset Owner

Information asset owners (IAOs) are senior staff involved in running the relevant department(s). Their role is to understand what information is held, what is added and what is removed, how information is moved, and who has access and why. As a result they are able to understand and address risks to the information, and ensure that information is fully used within the law for the public good, and provide input on the security and use of their asset.

Inactive Records

Inactive records are related to closed, completed or concluded activities but must be retained for administrative, historical and/or legal purposes. As inactive records are no longer routinely referenced they are generally stored in a secure filing room or archive storage centre remaining accessible for purposes of business processing only with restrictions on alteration.

Metadata

Metadata, usually defined as "data about data," is information that describes characteristics of a document or record to aid in the identification, discovery, assessment and management of documents and records. Metadata can include a record's date, location, or creator; the device on which a record was created; the duration of phone calls or web browsing; and much more. Metadata allows users to manage and work with records and facilitates accessibility, and identification of resources.

Non-Records

Any document, device or item, regardless of physical form or characteristic, created or received, that does not serve to document NMDDC's functions, policies, decisions, procedures, operations or other activities. Non-records may include duplicates of official records, reference documents, documents relating to an individual's own, personal affairs.

Preservation

Processes and operations used in ensuring the technical and intellectual survival of authentic records over time.

Privacy Notices

The GDPR requires that data controllers provide certain information to people whose information (personal data) they hold and use. A privacy notice is one way of providing this information. A privacy notice should identify who the data controller is, with contact details for its Data Protection Officer. It should also explain the purposes for which personal data are collected and used, how the data are used and disclosed, how long it is kept, and the controller's legal basis for processing.

NMDDC publishes privacy notices that apply to the collection, sharing and retention of data. Records must be retained in accordance with the relevant privacy notice in addition to this procedure and Council's Retention and Disposal Schedule. Personal data can only be lawfully utilised by Council for the purposes set out to the data subject in the privacy notice.

Publication Scheme

Under the Freedom of Information Act 2000, every public authority must publish and maintain a publication scheme which sets out the information they routinely make available to the public. The scheme includes seven broad classes of information that cover:

- who Council is and its constitutional and legal governance;
- financial information;
- strategy and performance information;
- decision making;
- policies and procedures;
- lists and registers; and
- the services Council offers.

Council staff, Elected Members and third parties must be aware of what is freely available to members of the public through the publication scheme and advise the Records Manager if information requires updated, replaced or altered.

Records

Information created, received and maintained as evidence and information by an organisation or person, in pursuance of legal obligations or in the transaction of business. Records include, but are not limited to, paper files, emails, CCTV recordings, electronic files, databases and photographs.

Records Management

The efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records.

Records Management Manual

A records management manual is a document that details how records are created, maintained and disposed of within a department, service area, project or working group.

Vital Records

Vital records are classified as being essential to the continuation of Council business in the event of a major event, e.g. a disaster. Vital records include those records which are required to recreate Council's legal and financial status, to preserve its rights, and to ensure that it can continue to fulfil its obligations to its stakeholders in the event of a disaster. Vital records may be in any format such as paper, electronic, etc. and examples are records which give evidence of the legal status of NMDDC and its holdings, minutes and papers of committee meetings particularly where major policy decisions are taken, current accounts payable and receivable, contingency plans, key staff contact details, staff records, and next of kin details, etc.

Appendix D - Certificate of File Closure

Certificate of File Closure - to be completed by the Land Manager for the Service

File Reference:	
Title of File:	
Department:	
Brief Description of Information held on File / Records:	
Date range of Information held on File:	
Date on which File was closed:	
Reason for File Closure:	
Recommendation of Retention & Disposal Schedule in relation to this Category of Records:	
Related Files and Any Other Information:	

I confirm that I am the Line Manager responsible for the records described above. Having reviewed the records in question I am satisfied that the file(s) referred to should now be closed.

I confirm that the recommendations of the Council's Retention & Disposal Schedule will be adhered to in respect of the above records.

Signed:

Print Name:

Position:

Dated:

A copy of this Form, when completed, should be placed on the front of the File.

Appendix E – File Tracking Schedule

File Tracking Schedule

Department / Team:	
File Reference Number:	
File Name (if applicable):	
File Location (Office):	

Borrower Name	Borrower Ext.	Date Out	Date Due	Date Returned

Report to:	Strategic Policy and Resources Committee
Date of Meeting:	12 September 2019
Subject:	Licence Agreement with Mourne Stimulus – additional facilities at Council Road, Kilkeel
Reporting Officer:	Alison Robb, Assistant Director Corporate Services (Administration)
Contact Officer:	Alison Robb, Assistant Director Corporate Services (Administration) Kevin Scullion, Assistant Director: Facilities Management and Maintenance

For decision	x	For noting only	
1.0			Purpose and Background
1.1			At the Strategic Policy and Resources Committee on 17 January 2019 ratified by Council on 4 February 2019 it was agreed, as provided for in the existing Lease, to approve the renewal of the Lease with Mourne Stimulus of its existing premises at Council Road, Kilkeel, for the term of 25 years from the end of the existing Lease on the same terms and conditions save for the Clause permitting an option to renew.
1.2			Mourne Stimulus is applying for significant grant aid funding for an extension to and refurbishment of the current building.
1.3			During the Lease renewal process, it has transpired that Mourne Stimulus has been using additional facilities not covered within the existing Lease Agreement. This includes a wooden building which has been installed and is used for picture framing activities. This will be regulated within the new Lease Agreement.
1.4			Mourne Stimulus has also been using land/facilities not covered within its existing Lease Agreement. This includes use of a small concrete store to store lawnmowers and use of two store rooms for storage. These activities are taking place on what is still part of the Council's working yard area.
1.5			The Facilities Management and Maintenance Department has advised that this use could continue for the time being provided it is regulated under a separate Licence Agreement.
2.0			Key issues
2.1			There is a need to have in place proper legal agreements for Mourne Stimulus use of Council land.
2.2			Council is working to ensure the Lease Agreement is finalised on or before the end of September 2019 to meet Mourne Stimulus's funding deadline. This additional requirement will not affect the completion of the Lease and can be tidied up separately by way of a regulating Licence.

2.3	Mourne Stimulus does not have exclusive possession of these additional facilities and therefore a Licence Agreement is more appropriate than including it within the Lease Agreement.
2.4	The Facilities Management and Maintenance Department has also advised that it would not wish to grant exclusive use of these additional facilities to Mourne Stimulus by including them within the new Lease Agreement pending a determination on the future of Council's working yard at this location. A Licence Agreement would give the flexibility of terminating the arrangement in respect of these additional facilities should this be required in the future.
3.0	Recommendation
3.1	It is recommended that Council approve a Licence Agreement to regulate Mourne Stimulus's use of additional land and facilities at Council Road, Kilkeel as identified above.
4.0	Resource implications
4.1	Minimal – will be completed as part of legal formalities to facilitate the new Lease Agreement.
5.0	Equality and good relations implications
5.1	It is not anticipated the recommendation will have an adverse impact upon equality of opportunity and good relations.
6.0	Rural Proofing implications
6.1	The recommendation has been considered within the scope of the Rural Needs Act and the proposal has not been subject to a rural needs impact assessment.
7.0	Appendices
	None.
8.0	Background Documents
	None.

Report to:	Strategic Policy and Resources Committee
Date of Meeting:	12 September 2019
Subject:	Notion of Motion – Initiatives re. recording Committee and Council Meetings
Reporting Officer:	Alison Robb, Assistant Director Corporate Services (Administration)
Contact Officers:	Alison Robb, Assistant Director Corporate Services (Administration) Gavin Ringland, IT Manager

For decision	X	For noting only	
1.0		Purpose and Background	
1.1		<p>Notice of Motion received from Councillor Brown:</p> <p>"This Council strives for the highest standards of openness and transparency in local Government and therefore will undertake the following initiatives to achieve that goal:</p> <p>Video recording and uploading OR live stream all Council meetings, whichever is the most cost effective.</p> <p>Audio of Planning Committee uploaded online along with other standing Committee audio.</p> <p>Audio recordings made of all Council led working groups, party representatives' forums, sub committees, forums and task and finish groups, all of which to be uploaded online in the same way as standing committees and full Council.</p> <p>Motions to full Council should only be delegated to Committee where the motion proposer has been given 5 working days' notice by the Chair that this will happen.</p>	
1.2		The purpose of this report is to set out the current position and inform Members of the various issues arising in consideration of the matters raised in the Notion of Motion. This paper was considered by the Party Reps Meeting on 5/9/19.	
1.3		Section 47 of the Local Government Act (NI) 2014 ("the 2014 Act") states "so far as is reasonably practicable, a Council must make an audio recording of so much of any meeting of the Council as is open to the public and the recording must be available to the public at the offices of the Council until the expiration of the period of six years from the date of the meeting and published on the Council website until the expiration of the period of two years from the date of the meeting".	
1.4		In short, the 2014 Act requires the Council to audio record the open business of Council Meetings and make same available to the public. This requirement does not apply to Committee Meetings.	
1.5		Currently Council does not audio record and upload or live stream all Council Meetings but audio records Council Meetings. Council does not upload audio recordings of its Planning Committee but does for other standing Committees.	

1.6	<p>Council does not currently audio record other meetings e.g. working groups and task and finish groups.</p> <p>Notices of Motion – Under Standing Order 16.1.6 – “If the subject matter of any motion of which notice has been properly given comes within the remit of any Committee it shall, upon being moved and seconded, stand referred without discussion to that Committee, or to such other Committee, working group or forum as the Council shall determine, for consideration and report. The Chairperson presiding may, if he/she considers it urgent and necessary to the dispatch of business, allow the motion to be dealt with at the meeting at which it is being brought forward”.</p>
2.0	Key issues
2.1	Council is currently meeting its statutory obligations under the 2014 Act.
2.2	<p>Video recording and uploading or live streaming of Council Meetings – figures to enable live and archived Internet transmission of content received from audio/video capture during Council Meetings held in the Council Chamber based on the use of the Public-I webcasting system utilised by a significant number of Local Authorities across the UK were previously estimated by IT as follows:</p> <p>Option 1 – 1 year contract £19,445 over 1 year</p> <p>Option 2 – Single Payment - £33,973 over 2 years</p> <p>Option 3 – 2 Year contract – Annual Payment - £34,345 over 2 years.</p>
2.3	There would additionally be Democratic Service resource implications of approximately 20 hours per month for work required pre-meeting, in-meeting and post-meeting and IT resource implications of 8 hours per month supporting the system. This cannot be met within existing resource.
2.4	<p>Audio of Planning Committee – Council Minute dated 05/032018:</p> <p>AGREED: It was agreed on the proposal of Councillor Murnin, seconded by Councillor Craig to approve the following:</p> <ul style="list-style-type: none"> • In respect of those planning applications for which consent is not given by any member of the public, including Agents, no recording be made of the entire planning application. • In respect of those planning applications which are deemed to be exempt under Schedule 6 of the Local Government Act (NI) 2014, no recording be made of the entire planning application. • The Council's operating protocol for audio recording of Council and Committee meetings be amended accordingly and as outlined in appendix 1 as circulated at the meeting. • A review of these arrangements take place in January 2019 which is the date already agreed by Council for a review, or sooner should the need arise. <p>Council's Planning Committee acts in a quasi-judicial manner for the majority of the decisions which it takes, and those decisions are not subject to ratification at full Council but are subject to separate appeal and/or review mechanisms through</p>

	<p>the PAC or Court respectively. This Committee, because of the type of business it transacts, receives numerous representations from individuals and third parties. All of the Committees, albeit some more so than others, would be dealing with personal data.</p>
2.5	<p>Audio Recordings of other meetings – technical costs of this would be nominal as I am advised that portable audio recording equipment could be used. However, there would be significant resource implications from a meeting support and post-meeting perspective in editing and redacting the content and uploading, managing and retention requirements. This cannot be met within existing resource. Further Democratic Services do not provide support to these meetings.</p>
2.6	<p>Whilst there are advantages in relation to the audio recording of meetings including improved openness and transparency and greater public scrutiny, there are also challenges associated with this. In addition to the cost implications (human and financial) these include:</p> <p>Recordings would be discoverable material; therefore, they would have to be disclosed in legal proceedings and may be used as evidence;</p> <p>Recordings potentially provide a wider scope for public complaints and may be considered in relation to complaints to the Ombudsman regarding maladministration;</p> <p>Recordings may be considered in relation to complaints under the Code of Conduct for Councillors;</p> <p>Recordings will be subject to Freedom of Information/Environmental Information Regulation/Subject Access Request processes;</p> <p>Audio recordings might be used to make claims that, by comments made at a meeting, Members of the meeting might be in breach of the Council's equality or good relations policies;</p> <p>Ensuring compliance with GDPR in the processing of personal data could raise significant operational and resource issues as would ensuring that defamatory content/other material which it would be unlawful to publish is not published. Care would also have to be taken to ensure advice or information which is legally privileged is not recorded.</p>
2.7	<p>I am not aware of any evidence of widespread public desire for Video recording and uploading or live streaming of all Council meetings. This would ordinarily be evidenced through either complaint (about lack of service) or requests for service. Information previously provided by Belfast City Council did not indicate widespread uptake of viewing figures for the streaming of Belfast City Council Meetings.</p>
2.8	<p>In relation to working groups, task and finish groups etc – the introduction of audio recording could stymie full and frank discussion of matters which are often used to explore ideas, concepts and brains-storming where Members know that this is being recorded.</p>

2.9	Council demonstrates openness and transparency in a number of ways including through its Publication Scheme, responses to general information requests to various services and via its Compliance Department in response to requests for information under Freedom of Information, Environmental Information Regulation and Subject Access Request processes.
2.10	Motions to Council – the requested change would require amendment to Council Standing Orders.
3.0	Recommendations
3.1	<p>In light of the above and the issues raised in relation to the Notice of Motion it is recommended:</p> <ul style="list-style-type: none"> (a) Video recording and uploading or live streaming of all Council meetings – no change due to resource implications. (b) Audio of Planning Committee – currently under review. (c) Audio recordings of other meetings – no change due to staff resource implications and issues highlighted above. (d) Motions to full Council – members consider amending current Standing Orders to provide that the Chairman and Chief Executive will consider Notices of Motion prior to the issuing of the Council Agenda and when the Agenda is issued it will identify to what Committee a Notice of Motion has been referred. (e) Notices of Motion – members are asked to further consider amending current Standing Orders to provide that only one Notice of Motion will be accepted per Councillor each month.
4.0	Resource implications
4.1	Video recording and uploading or live streaming of all Council meetings – technical costs and additional staffing resource identified at 2.2 and 2.3.
4.2	Audio of Planning Committee – staff resource implications both in-meeting and post-meeting including editing and redaction.
4.3	Audio recordings of other meetings – staff resource implications identified at 2.5.
5.0	Equality and good relations implications
5.1	There are no equality or good relations implications directly associated with this report. However, there is the possibility that the audio recordings might be used to make claims that, by comments made at a meeting, Members at the meeting might be in breach of the Council's equality or good relations policies.
6.0	Rural Proofing implications
6.1	The recommendation has been considered within the scope of the Rural Needs Act and the proposal has not been subject to a rural needs impact assessment.

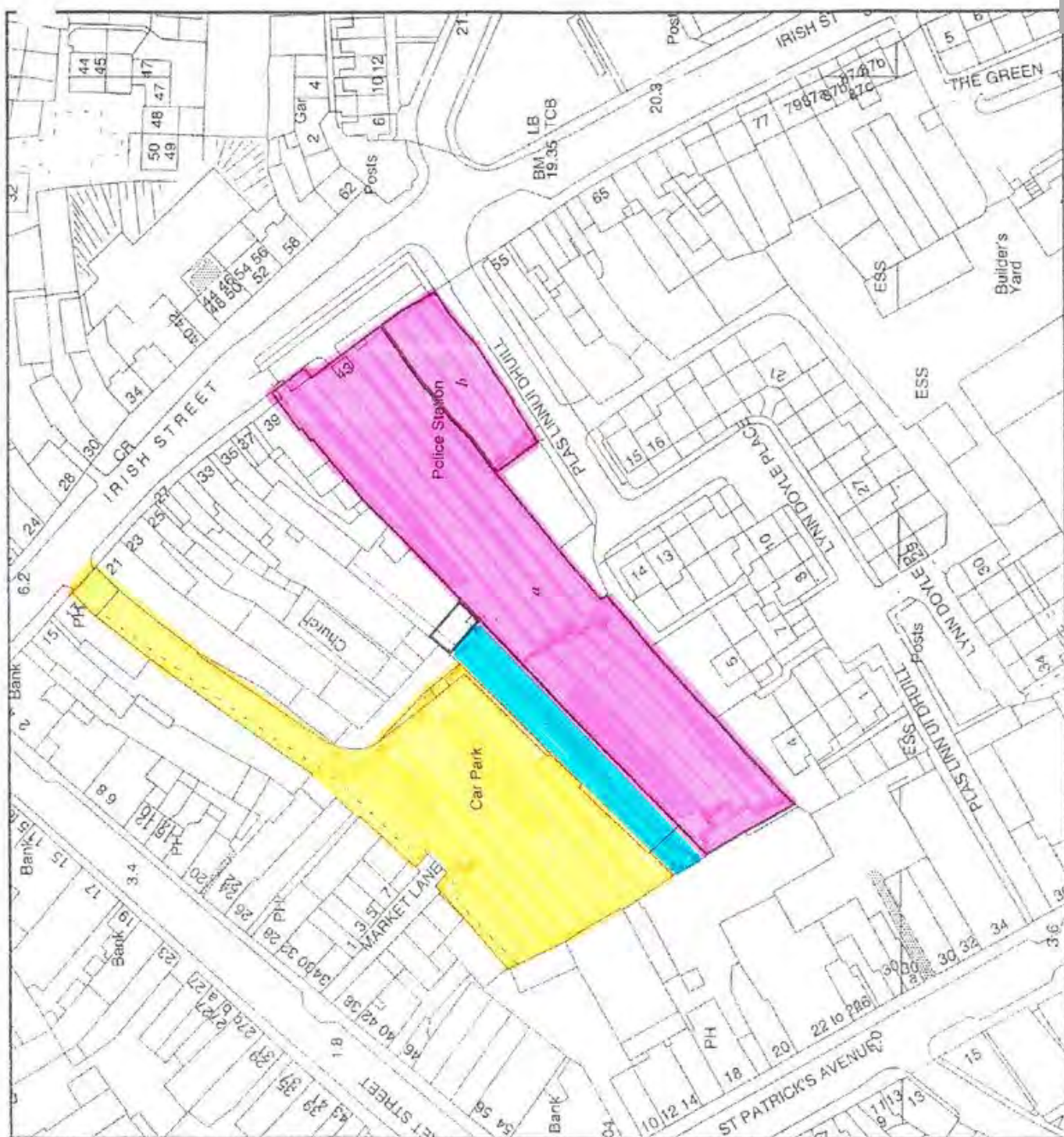
7.0	Appendices
	N/A
8.0	Background Documents
	N/A

Report to:	Strategic Policy and Resources Committee
Date of Meeting:	12 th September 2019
Subject:	Purchase of lands at Irish Street, Downpatrick
Reporting Officer (Including Job Title):	Fearghal O'Connor, (Acting) Head of Legal Administration
Contact Officer (Including Job Title):	Jonathan McGilly, Assistant Director Enterprise, Regeneration and Tourism

<table border="1"><tr><td>For decision</td><td>X</td><td>For noting only</td><td></td></tr></table>		For decision	X	For noting only	
For decision	X	For noting only			
1.0	Purpose and Background				
1.1	<p>Committee has previously been briefed on the potential acquisition of lands at Irish Street, Downpatrick for the purposes of future development.</p> <p>By reference to the attached map, the area of land highlighted in pink, the former Police Station in Downpatrick, is within the ownership of Department for Communities (DFC).</p> <p>The area highlighted yellow is owned by Council and is currently in use as an off-street car-park.</p> <p>Some time ago, DFC approached Council with the aim of agreeing a joint strategy toward the creation of a development site involving the amalgamation of the two sites. The aim then is to prepare a development brief and invite expressions of interest to present a development proposal for commercial/residential development.</p> <p>The key to this project involved acquiring the area of land between the sites, highlighted in blue on the map. Initially the acquisition of no.39 Irish Street and the lands to the rear of nos. 37 and 39 was explored, however it emerged that there were 4 different plots of land involving separate owners making up the area, one of which was unable to be identified. It was thus considered more expedient to proceed on the basis of acquiring the blue strip alone.</p> <p>LPS valuation services has assessed the value in the sum of £100,000.</p>				

	<p>Contact was made with the Estate Agent representing the owner of the strip, and, following discussions, agreement has been reached, subject to contract on the sale of the strip to Council for the sum of £100,000 plus costs.</p>
2.0	Key issues
2.1	<p>Approval of Council is required for the acquisition of the site.</p> <p>The site has been valued by LPS valuation services, negotiations have taken place with the agent for the landowner, and the figure agreed is in keeping with the valuation.</p> <p>Estate Agents and Solicitors fees on behalf of the Vendor will amount to £2,500 - £3,000 incl. vat.</p>
3.0	Recommendations
3.1	<p>That Elected Members approve the purchase of the strip of lands outlined in blue on the map attached for the sum of £100,000.00 plus costs in order to facilitate the future joint development of the site by Council and DFC.</p>
4.0	Resource implications
4.1	<p>£100,000.00 purchase monies plus costs as indicated together with Council's legal costs in relation to the purchase.</p> <p>Funding is available within ERT budget to make the acquisition.</p>
5.0	Equality and good relations implications
5.1	<p>Having considered this matter it is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations.</p>
6.0	Rural Proofing implications
6.1	<p>Due regard to rural needs has been considered in this matter and a rural needs impact assessment is not required.</p>
7.0	Appendices
	<p>Map showing the areas of land described in the report.</p>

8.0	Background Documents
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<p>Downpatrick Services Services: Police & Marine Location: Downpatrick, Co. Down</p>		<p>Date: 28 Jan 2019 County: Down Folio: DN177717 Scale: 1:1250 Our Ref: 2019/79233 Your Ref: 22411NE2, 22411NE4, 22412NW1, 22412NW3 Map Ref(s): Sheet 1 of 1</p>		<p>Key to folio labels: a - DN177717 No.1 b - DN177717 No.2</p>		<p>Map Referred To Area Edged RED</p>		<p>Crown Copyright Reserved This map may not be published with the permission of the Land Registry and the Survey of Ireland without the express written consent of the Survey of Ireland. It is a condition of the use of this map that the user shall indemnify the Survey of Ireland from and against all claims, damages, costs and expenses which may be incurred by the Survey of Ireland in connection with the use of this map.</p>	
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Report to:	Strategic Policy and Resources Committee
Date of Meeting:	12 September 2019
Subject:	Alleged public right of way between Corcreechy Road and Traymount Burial Ground, Newry
Reporting Officer (Including Job Title):	Fearghal O'Connor, Head of Legal Administration (acting)
Contact Officer (Including Job Title):	Heather Wilson/Briege Magill, Land Management Officers

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

For decision	<input checked="" type="checkbox"/>	For noting only	<input type="checkbox"/>
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1.0	Purpose and Background
1.1	<p>The Council was approached by the residents and landowners living on the path between the Corcreechy Road and the historic burial ground at Traymount as they were of the belief that the path was a public right of way and needed to be asserted as such.</p> <p>The path was scored under the Access to the Countryside Policy and Procedures and in line with that, the status of the path was investigated.</p>
2.0	Key issues
2.1	The ownership of the lane is divided up amongst seven landowners with five completing evidence forms attesting to the use of the path. All landowners have signed a formal 'Assertion Agreement' form and all agree that the path has the status of a carriageway.
3.0	Recommendations
3.1	That the Council assert the path between the Corcreechy Road and Traymount Burial Ground as a public right of way with carriageway rights.
4.0	Resource implications
4.1	None
5.0	Equality and good relations implications
5.1	None
6.0	Rural Proofing implications
6.1	Due regard to rural needs has been considered in making the recommendation.
7.0	Appendices
	<ul style="list-style-type: none"> • Assertion Statement • Map of route

8.0	Background Documents

TCE/ROW/1002 Corcreechy Road to Traymount Burial Ground

Assertion Statement

Having investigated the status of the above lane as a Public right of way, I recommend to the Council that it be asserted.

This statement with accompanying map contains all the relevant information.

1. THE COUNCIL'S DUTY TO ASSERT UNDER THE ACCESS TO THE COUNTRYSIDE (NORTHERN IRELAND) ORDER 1983

The Access Order places each District Council under a specific duty to assert, protect and keep open any Public Right of Way and compile and preserve maps and records of the Rights of Way in its area.

In effect the District Council must enforce the public's common rights of passage and investigate and record where those rights exist.

It is with this duty in mind that the Council has researched the lane described as Corcreechy Road to Traymount Burial Ground, Newry

2. ASSERTED PUBLIC RIGHT OF WAY

Newry, Mourne and Down District Council asserts the laneway described as Corcreechy Road to Traymount Burial Ground, Newry.

3. PATH DESCRIPTION

The lane runs from the Corcreechy Road (Grid Ref. J106 333) to the Traymount Burial Ground (Grid Ref. J109 339) in a generally north westerly to south westerly direction and is approximately 1027 metres in length.

The path varies in width from approximately 4.6 metres wide to 7.92 metres wide and is currently open and free for use apart from a short section leading to the burial ground which required vegetation maintenance.

There is a farm gate 651 metres in from the Corcreechy Road close to the junction with a branch off the lane and two further unlocked farm gates at the derelict clachan for stock control purposes.

The surface of the path from the Corcreechy Road has been concreted for approximately 370 metres and then is a mixture of stoned surface and also a section of grass lane leading to the burial ground. The entire lane is bounded by hedging apart from a small section at the derelict clachan.

There are no signs on the lane nor any stiles.

4. RIGHTS OF PASSAGE BEING ASSERTED

The Council asserts carriageway rights on the laneway described as Correechy Road to Traymount Burial Ground, Newry.

5. OWNERSHIP OF THE LANE

There are seven owners of the lane.

6. EVIDENCE

Corcreechy Road to Traymount Burial Ground is under the ownership of seven landowners and all have acknowledged the existence of a public right of way with carriageway rights at this location and signed formal 'Assertion Agreement' forms to that effect. Evidence forms were completed by all landowners and attested to the use of the lane for at least 76 years.

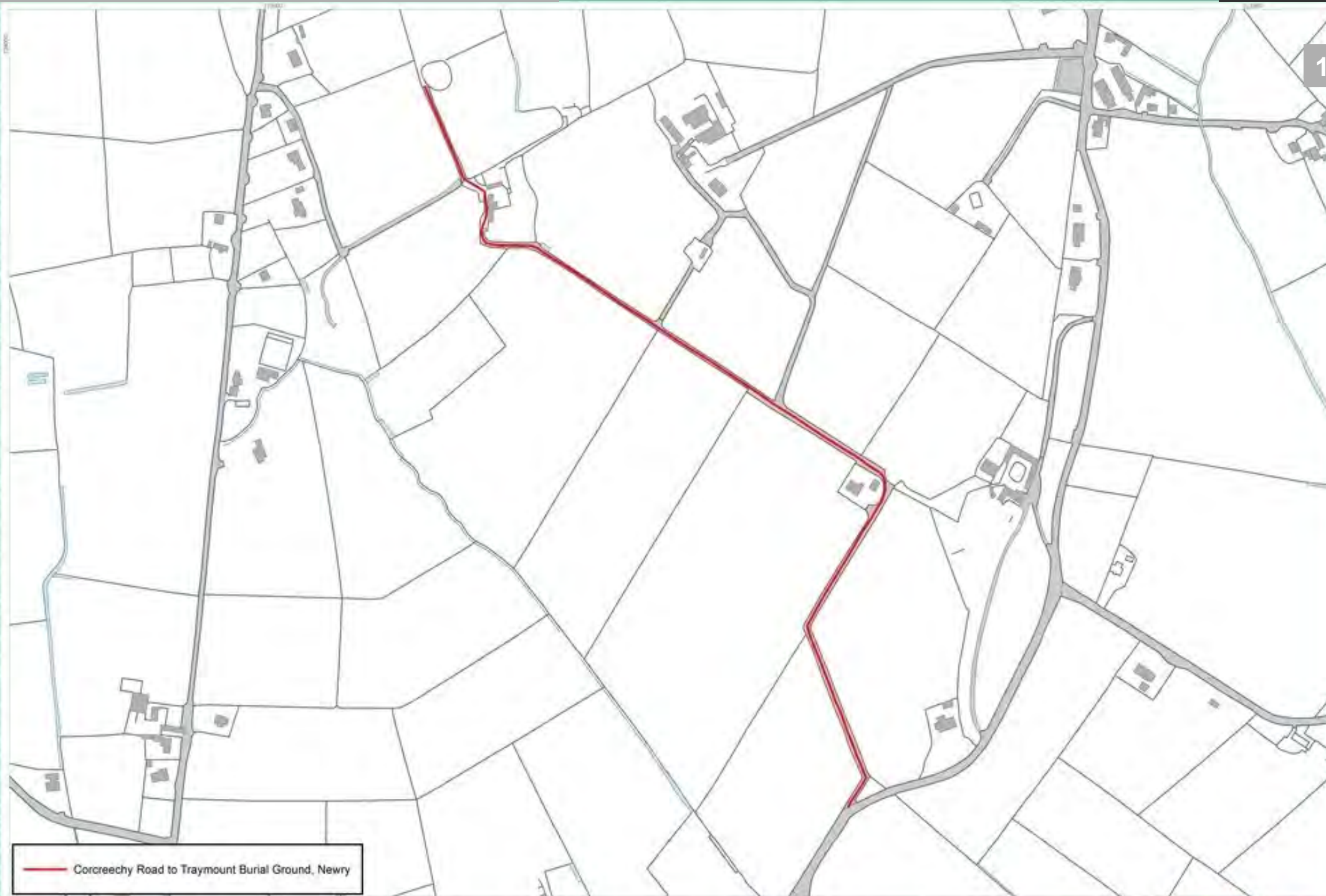
The public right of way was and continues to be the main access route into the historic Presbyterian burial ground with the last burial made approximately 50 years ago.

The path is clearly visible on the historic maps dating from the 1830's though between the c. 1830 map and c 1905 map the route was amended to the current day configuration.

Evidence for the Public Right of Way therefore comes from the confirmation and agreement of the landowners and from map evidence dating back to the 1830's.

Heather Wilson
Land Management Officer

6 September 2019



Report to:	Strategic Policy and Resources Committee
Date of Meeting:	12 th September 2019
Subject:	Purchase of strip of land at Lismore Park, Crossmaglen
Reporting Officer (Including Job Title):	Fearghal O'Connor, (Acting) Head of Legal Administration
Contact Officer (Including Job Title):	Julie McMurray, Legal Advisor

<table><tr><td>For decision</td><td>X</td><td>For noting only</td><td></td></tr></table>		For decision	X	For noting only	
For decision	X	For noting only			
1.0	Purpose and Background				
1.1	<p>On 23rd May 1989 Legacy Newry and Mourne District Council entered into a Lease of lands from Northern Ireland Housing Executive for a term of 99 years to create a path running from the housing development at Lismore Park, Crossmaglen, to Council's playing fields.</p> <p>This area is shown marked in blue on the map attached.</p>				
2.0	Key issues				
2.1	<p>The leased area does not match the area actually used on the ground and rectification of the position is necessary. The Housing Executive has agreed (subject to contract) to transfer the freehold in the entire entrance (outlined in red on the map) to Council in order to correct the position. A transfer value in the sum of £1000.00.</p>				
3.0	Recommendations				
3.1	<p>That Elected Members agree to purchase the freehold in the lands outlined in red on the map attached hereto for the sum of £1000.00 in order to rectify the boundaries. The new area benefits Council also from the point of view of creating the right to vehicular entrance, whereas the previous right was over the footpath only.</p>				

	Council will then surrender their Leasehold interest in the area comprised in the Lease which is hatched blue on the map attached hereto.
4.0	Resource implications
4.1	£1000.00 Purchase monies together with Council's legal costs in relation to the purchase.
5.0	Equality and good relations implications
5.1	Having considered this matter it is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations.
6.0	Rural Proofing implications
6.1	Due regard to rural needs has been considered in this matter and a rural needs impact assessment is not required.
7.0	Appendices
	Map outlining in red the lands which it is recommended should be purchased.
8.0	Background Documents

NIHE TO: Newry, Mourne and Down
District Council

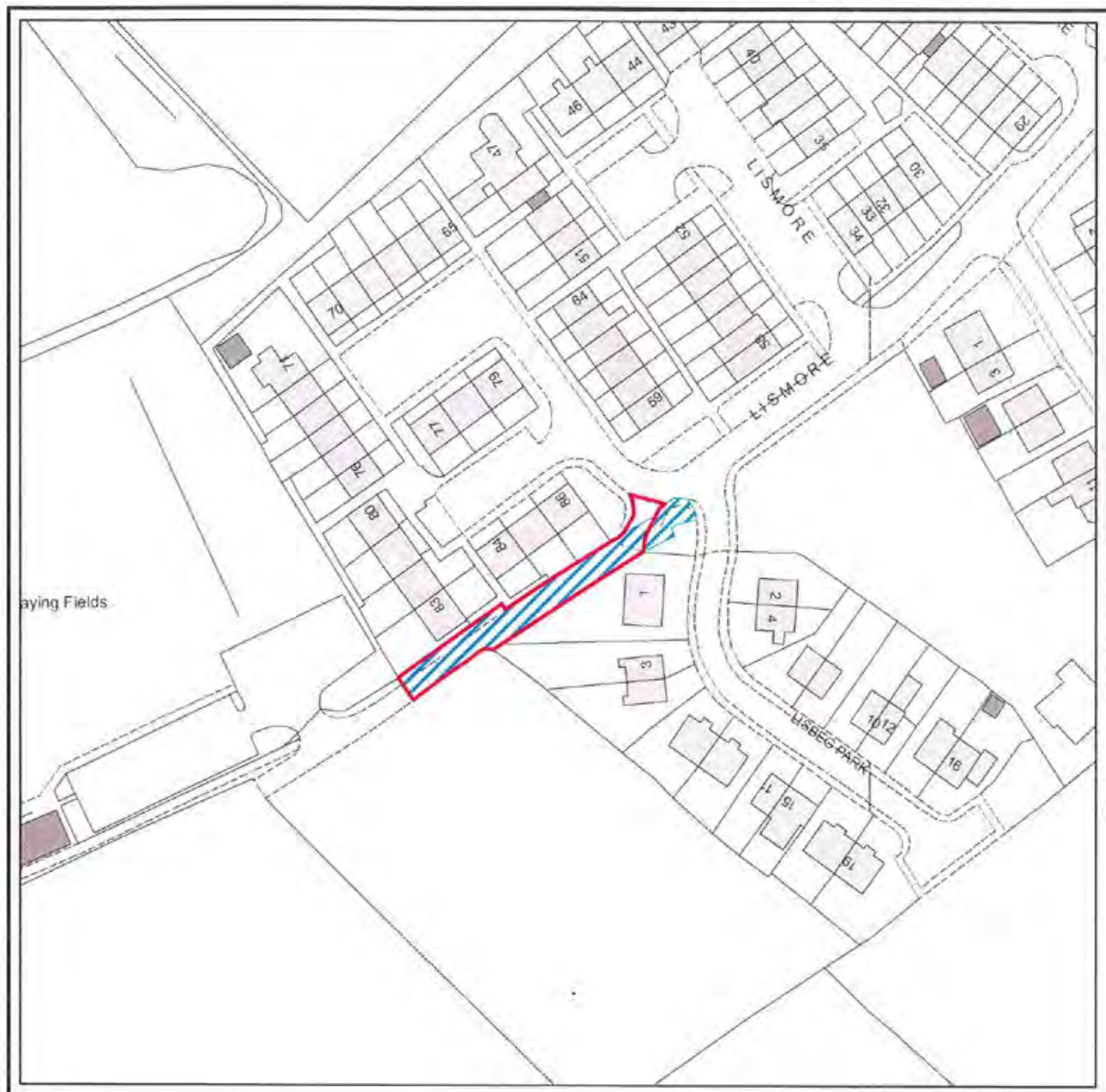
ADDRESS: Land at Lismore Park
Crossmaglen
Co. Down

N.I.H.E.
Place Shaping South
Marlborough House
Central Way
CRAIGAVON
BT64 1AD



179

REF. NO: CRAV/4161



ORDNANCE SURVEY MAP NO: I.G. 28004SW

APPROXIMATE SCALE: 1:1,364

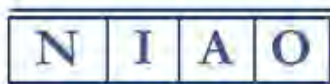
PLEASE ENSURE THAT YOUR CLIENT(S) IS/ARE SATISFIED THAT THE BOUNDARY AS
OUTLINED IN RED ON THE MAPS ATTACHED IS CORRECT

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	12 September 2019
Subject:	Performance Improvement Assessment 2019 – Audit Work Programme
Reporting Officer (Including Job Title):	Johnny McBride – Assistant Director, Community Planning and Performance
Contact Officer (Including Job Title):	Kate Bingham – Head of Performance and Improvement

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

For decision	For noting only	X
1.0	Purpose and Background	
1.1	Part 12 of the Local Government Act (NI) 2014 requires district councils to put in place arrangements to secure continuous improvement in the exercise of their functions. The Act also requires the Local Government Auditor (LGA) to carry out an assessment to determine whether the Council has complied with Part 12 of the Act, and is likely to comply with the requirements of the legislation in future years.	
2.0	Key issues	
2.1	<p>To date, the LGA has not exercised her discretion to assess and report on whether District Councils are likely to comply with the statutory duty to make arrangements to secure continuous improvement in future years.</p> <p>However, as the local government performance improvement regime has been in place for four years, the LGA has determined that a full audit and assessment of the Council's performance improvement arrangements will be carried out in 2019.</p>	
2.2	<p>The correspondence from the Northern Ireland Audit Office is attached at Appendices 1 and 2, and outlines the audit methodology and toolkit for the Performance Audit and Assessment 2019. Through the toolkit, the LGA will assess the Council's:</p> <ul style="list-style-type: none"> • Forward looking performance improvement arrangements • Track record in delivering performance improvements over the past three years <p>The Performance Audit and Assessment 2019 will therefore be more comprehensive and robust than in previous years, and will enable the LGA to conclude whether the Council has complied with the statutory duty of improvement, as outlined in Part 12 of the Local Government Act (NI) 2014.</p>	
3.0	Recommendations	
3.1	<p>To note the:</p> <ul style="list-style-type: none"> • Audit Work Programme – Performance Improvement Assessment 2019 	

4.0	Resource implications
4.1	The Council incurs an annual Performance Audit and Assessment fee of circa £20,000.
5.0	Equality and good relations implications
5.1	There are no equality and good relations implications contained within this report.
6.0	Rural Proofing implications
6.1	There are no rural proofing implications contained within this report.
7.0	Appendices
	Appendix 1: Correspondence from the NIAO: Local Government Performance Improvement Appendix 2: Audit Work Programme – Performance Improvement Assessment 2019
8.0	Background Documents
	NIAO Improvement Audit and Assessment Reports 2018-19 / 2017-18 / 2016-17



Neil Gray
Director

Northern Ireland Audit Office

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 @NIAuditOffice

Mr Liam Hannaway
Chief Executive
Newry Mourne Down District Council
Newry Office
O'Hagan House
Monaghan Row
Newry, BT35 8DJ

29th August 2019

Dear Liam,

LOCAL GOVERNMENT PERFORMANCE IMPROVEMENT

Part 12, section 94 of Local Government Act (Northern Ireland) 2014 requires the Local Government Auditor (LGA) to carry out an assessment to determine whether the Council is likely to comply with this part of the Act during the coming year. It also permits the LGA to consider whether the Council is likely to comply with this part of the Act in subsequent years. As you know, 4 years after the introduction of the local government performance improvement regime, the LGA has determined that the time is now right to undertake this assessment for the first time.

We have developed the audit methodology and associated guidance accordingly. I attach for information a copy of the part of the audit toolkit that relates to this assessment. We would be happy to discuss our approach with you, if that would be helpful.

Yours sincerely

Neil Gray
Director

Audit work programme – Performance Improvement Assessment 2019

Forward look at arrangements

No.	Test
1	<p>Are you aware of any significant changes planned in the performance improvement arrangements before the end of the financial year i.e. 31 March next year?</p> <p>If so are these likely to impact on the Council's ability to comply with the performance improvement legislation requirements? i.e. its general duty to improve or its plans to meet its improvement objectives and statutory indicators.</p>
2	<p>Request details of complaints made by members of the public or MLAs – do they indicate any significant gaps in the Council's performance or its ability to carry out its basic functions?</p>
3	<p>DfC guidance requires that councils should ensure that their improvement objectives remain relevant.</p> <p>What actions has the Council taken to ensure its improvement objectives will continue to be relevant up to the end of the financial year and that the best possible arrangements will be in place to enable it to deliver the stated outcomes?</p>
4	<p>How does the Council measure the extent of improvement in its performance? i.e.</p> <ul style="list-style-type: none"> • has it included performance indicators? • has it compared its performance over time? • has it compared its performance against other Councils? • are the Council's arrangements for data collection adequate?
5	<p>Are the indicators identified within the improvement plan as relating to its continuous improvement activity (i.e. its general duty to improve) relevant, realistic and appropriate?</p>
6	<p>Has the Council implemented all significant prior year Proposals for Improvement?</p>

Backwards look at performance

No.	Test
7	<p>Consider the last three years record of performance i.e. objectives, performance indicators, performance standards and previously reported progress toward the Council's outcomes.</p> <p>Does it indicate a track record of improvement?</p>
8	<p>Does the last three years record of performance indicate achievement of the objectives set by the Council?</p>
9	<p>Does the last three years record of performance show that the Council has set measurable targets for the improvement indicated in each of its objectives?</p>
10	<p>From a review of the last three years record of performance would the targets set (if</p>

	achieved) indicate achievement of the objectives?
11	From a review of the last three years record of performance, has the Council's assessment of its performance estimated the extent of improvement?
12	Has the Council conducted a review of its service performance? What was the outcome of the review? Include information from the Proper Arrangements questionnaire.
13	Has a review of Council service performance been conducted by an independent body, e.g. Internal Audit? What was the outcome of the review?
14	How has the Council ensured that the performance data it is using is accurate and complete? What validation processes are in place in respect of: <ul style="list-style-type: none"> • self-imposed indicators relating to continuous improvement • self-imposed indicators relating to improvement objectives • statutory indicators
15	Has the financial audit identified any significant issues in relation to the Council's service performance?
16	Has the audit of Proper Arrangements carried out as part of the financial audit identified any significant issues in relation to the Council's service performance?

Conclusion

No.	Test
17	Has the Council demonstrated a track record of improving performance over a number of years?
18	<p>Based on the above audit procedures conclude on whether you consider the Council:</p> <ul style="list-style-type: none"> • Is likely to meet the requirements of Performance Improvement under Part 12 of the Local Government Act (Northern Ireland) 2014 in the year to 31 March 2020 through our review of the arrangements in place. (The first six responses in this section should provide the background information for the basis of this conclusion) • Has demonstrated a track record of performance improvement and meeting its performance objectives. (The remaining responses in this section should provide the background information for the basis of this conclusion) <p>A conclusion must be reached on each element of the assessment i.e. both the forward and backwards looking perspectives to support an overall assessment.</p>

Report to:	SPR Committee
Date of Meeting:	12th September 2019
Subject:	Brexit Planning
Reporting Officer (Including Job Title):	Conor Mallon Assistant Director of Estates and Project Management
Contact Officer (Including Job Title):	Conor Mallon Assistant Director of Estates and Project Management

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

For decision		For noting only	X
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1.0	Purpose and Background
1.1	Purpose of this report is to present to SPR an update on Councils Brexit Planning and provide a copy of the Brexit Risk Register
2.0	Key issues
2.1	<p>As part of the ongoing NMDDC Brexit Planning the NMDDC internal Brexit Working Group has met to develop a council specific Risk Register to identify the high level risks as a result of a no deal Brexit, and to consider what mitigation measures are currently in place and what measures need to be introduced to reduce the impacts of Brexit to our District.</p> <p>The attached Risk Register has been developed based on the risks identified within the generic Local Government Risk Register presented to Solace on the 6th September 2019.</p> <p>The Risk register reflects the risks specific to our district in addition to the generic risks that are likely to be common to all Local Government Districts within NI.</p>
3.0	Recommendations
3.1	That members note the content of the Risk Register and the ongoing planning that has been undertaken by Officers in response to a potential "no deal" Brexit.
4.0	Resource implications
4.1	<p>Additional staff costs to process additional export certificates</p> <p>Additional costs to provide accommodation for staff in Kilkeel</p> <p>Additional staff costs to support Central Government 3C reporting requirements</p> <p>Potential funding from Central Government</p>
5.0	Equality and good relations implications

5.1	This report is not subject to an equality impact assessment (with no mitigating measures required)
6.0	Rural Proofing implications
6.1	I confirm due regard to rural needs has been considered, and the proposal has not been subject to a rural needs impact assessment
7.0	Appendices
	Appendix 1 – NMDDC Brexit Risk Register
8.0	Background Documents
	None

Risk 13 - Emergency Planning / Civil Contingencies

Risk Category	Opportunity / Threat	Risk Description	Lead Department
Society & Vulnerable People	Threat	Inability to respond to Command, Control & Coordination arrangements or concurrent emergencies due to increased strain on current resources resulting in impact on resilience	Corporate Services

Current Controls

Control No. Existing controls in place

- 1 C3 structure in place and protocol in place. Bi weekly conference calls taking place, lead by PSNI.
- 2 Liaison Officer in post & trained and LCCC point of contact identified.
- 3 Relevant Council Officers have received training on Resilience Direct.
- 4 DFC Scheme of Emergency Financial Assistance is in draft.

Additional Action Required

Action No.	Action	Service Responsible	Target Date
1	Draft EU Exit No Deal Response Plan to be finalised.	SHEP	
2	A Draft resourcing model to be developed to support the Civil contingency structure in the event of activation.	SHEP	
3	Training/exercising on reporting requirements for NI -HUB to be attended by all relevant officers, including reporting officers.	SHEP	
4	Awaiting finalisation of DFC Scheme to confirm level of financial assistance	SHEP	

Inherent Risk

ent	Likelihood	Impact	Risk
vices	3	4	12

Residual Risk

	Likelihood	Impact	Risk
	2	3	6

Target Risk

Milestone	Status



Department for
Communities
www.communities-ni.gov.uk

From: Tracy Meharg
Permanent Secretary

Level 9
Causeway Exchange
1-7 Bedford Street
BELFAST
BT2 7EG

Telephone: 028 90 823301
E-mail: tracy.meharg@communities-ni.gov.uk
Our Ref: PSC 0994.19
Date: 11 September 2019

Mr Liam Hannaway
Chief Executive
Newry, Mourne and Down District Council
Monaghan Row
NEWRY
Co. Down
BT35 8DJ

Via e-mail: liam.hannaway@nmandd.org

Dear *Liam*

Rates Support Grant (RSG) Overpayment

I refer to my letter of 17 June 2019 in which I advised that I would consider the information that you presented in line with Managing Public Money (NI) and liaise further with the Department of Finance in regard to my Department's ability to write off the RSG overpayment.

I can confirm that the Department of Finance has now approved write-off of the overpayment of £2,664,675 which was paid to your Council by my Department in respect of Rates Support Grant for the period 1 April 2015 to 31 March 2018.

Yours sincerely,

Tracy meh

TRACY MEHARG
PERMANENT SECRETARY