



November 14th, 2018

**Notice Of Meeting**

You are invited to attend the Strategy Policy and Resources Committee Meeting to be held on **Thursday, 15th November 2018 at 5:00 pm** in **Mourne Room, Downshire Civic Centre Downpatrick.**

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

Chair: Councillor M Savage

Vice Chair: Councillor W Walker


Members: Councillor R Burgess Councillor P Byrne  
Councillor M Carr Councillor S Doran  
Councillor C Enright Councillor D Hyland  
Councillor O McMahon Councillor A McMurray  
Councillor B Ó Muíri Councillor J Rice  
Councillor M Ruane Councillor G Sharvin  
Councillor J Trainor

# Agenda

## 1.0 Apologies & Chairperson's Remarks

## 2.0 Declarations of Interest

## 3.0 Action Sheet arising from SPR Committee Meeting held on 11 October 2018

 [SPR-11102018 - Action Sheet.pdf](#)

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### ***Presentations***

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## 4.0 Presentation from Department for Communities

Piers Dalgarno from Local Government & Housing Regulation Division to present regarding Departmental approvals in the absence of a Minister

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### ***Corporate Planning and Policy***

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## 5.0 2019 Annual Report/NMD Connect

 [Nov 18 SPR Annual Report NMD Connect.pdf](#)

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## 6.0 Corporate Plan 2019-2023

 [November SPR Corporate Plan report.pdf](#)

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### ***Performance***

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## 7.0 Mid-Year Assessment Performance Improvement Plan

 [SPR Cover Report Mid Year Progress Report PIP.pdf](#)

Page 8

 [App 1 Mid Year Progress Report PIP for SPR.pdf](#)

Page 10

## 8.0 Mid-Year Assessments of Directorate Business Plans 2018-19

 [SPR Cover Report Business Plans 2018-19.pdf](#)

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 [App 1 Mid Year Assessment of CEO Business Plan 2018-19.pdf](#)

Page 26

 [App 2 Corporate Services Mid-Year Assessment Bus. Plan 18.19.pdf](#)

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### ***For Noting***

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## 9.0 Local Development Plan Steering Group - Minutes of Meeting 8 May 2018

 *Final - Minutes of LDP Steering Group Meeting 8 May 2018.pdf*

*Page 42*

## 10.0 Community Planning Partnership Board Minutes from 23 October 2018

 *CPP Board Meeting - 23 10 18.pdf*

*Page 44*

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

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## 11.0 Request for Transfer of Laneway

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

 *Request for Transfer of Laneway at 130 Drumaness Road, Drumaness.pdf*

*Not included*

## 12.0 Surplus Land at Greenfield Steps, Ardglass

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

 *Surplus Land at Greenfield Steps, Ardglass.pdf*

*Not included*

## 13.0 Sale of Land at Altnaveigh

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

## 14.0 Transfer of Budget within Capital Programme

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

 *Capital Programme September Report to SP&R 2.pdf*

*Not included*

 *Capital Programme Amendments.pdf*

*Not included*


## 15.0 Management Accounts

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

 ***Management Accounts to 30 September 2018.pdf*** ***Not included***

 ***Income & Expenditure Report (By Director) at 30.9.2018 - Summary.pdf*** ***Not included***

 ***Income & Expenditure Report (By Director) at 30.9.2018 - Detailed.pdf*** ***Not included***

## **17.0 Business Case for PPE**

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 Cover Sheet - Business Cases - PPE.pdf*** ***Not included***

 ***Full Business Case - £100k - 500k - PPE.pdf*** ***Not included***

## **18.0 Update on Newry DEA 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 SP&R - update on D1 process - Newry.pdf*** ***Not included***

# Invitees

|                          |  |
|--------------------------|--|
| Cllr Terry Andrews       | <a href="mailto:terry.andrews@nmandd.org">terry.andrews@nmandd.org</a>                         |
| Cllr Naomi Bailie        | <a href="mailto:naomi.bailie@nmandd.org">naomi.bailie@nmandd.org</a>                           |
| Cllr Robert Burgess      | <a href="mailto:robert.burgess@nmandd.org">robert.burgess@nmandd.org</a>                       |
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| Mr Gerard Byrne          | <a href="mailto:gerard.byrne@nmandd.org">gerard.byrne@nmandd.org</a>                           |
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| Cllr John Trainor     | <a href="mailto:john.trainor@nmandd.org">john.trainor@nmandd.org</a>                 |
| Central Support Unit  | <a href="mailto:central.support@nmandd.org">central.support@nmandd.org</a>           |
| Cllr William Walker   | <a href="mailto:william.walker@nmandd.org">william.walker@nmandd.org</a>             |
| Mrs Marie Ward        | <a href="mailto:marie.ward@nmandd.org">marie.ward@nmandd.org</a>                     |

**ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 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 |
|--------------|--|---|------------|--|---|

**ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 12 APRIL 2018 – ITEMS STILL IN PROGRESS OR ON-GOING.**

|              |  |  |         |   |   |
|--------------|--|--|---------|---|---|
| SPR/060/2018 | Disposal of Land where Departmental Approval is required | It was agreed to note the content of the Officer's Report relating to disposal of Council land when, under legislation, Departmental approval is required and to invite Departmental representatives to meet with Council to discuss the matter. | L Moore | An invitation has been extended to the Department to meet with the Council. Department to attend November S P & R | N |
|--------------|--|--|---------|---|---|

**ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 14 JUNE 2018 – ITEMS STILL IN PROGRESS OR ON-GOING.**

|              |                                    |   |        |                                 |   |
|--------------|------------------------------------|---|--------|---------------------------------|---|
| SPR/081/2018 | Engagement of External Consultancy | It was agreed to procure consultancy support to assist in an information management transformation programme. | A Robb | Consultancy no longer required. | Y |
|--------------|------------------------------------|---|--------|---------------------------------|---|

**ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 11 OCTOBER 2018**

| Minute Ref   | Subject  | Decision  | Lead Officer | Actions taken/<br>Progress to date | Remove from<br>Action Sheet Y/N |
|--------------|--|---|--------------|------------------------------------|---------------------------------|
| SPR/134/2018 | Action Sheet of SPR Committee Meeting held on 13 September 2018  | It was agreed that the Action Sheet of 13 September be noted, and actions removed as marked.  | D Services   | Noted                              | Y                               |
| SPR/135/2018 | Report on Section 75 Policy Screening Report – Quarterly Report for Period July-September 2018             | It was agreed to note the Section 75 Policy Screening report – Quarterly Report for period July-September 2018  | C Moffett    | Noted                              | Y                               |
| SPR/136/2018 | Report on Irish Language Financial Assistance Scheme 2019/2020 and Irish Language Bursary Scheme 2019/2020 | It was agreed:<br><ul style="list-style-type: none"> <li>• To maintain both the Irish Language Financial Assistance Scheme and Irish Language Bursary Scheme for the period 2019/2020;</li> <li>• A budget of £50,000 to be allocated to the Irish Language Financial Assistance scheme under a specific Irish Language budget line for the period 2019/2020</li> <li>• A budget of £40,000 to be allocated to the Irish Language Bursary Scheme 2019/2020 and this to be apportioned to two distinct six-monthly periods – April-September (£35,000) and October-March (£5,000)</li> </ul> | C Moffett    | Noted                              | Y                               |
| SPR/137/2018 | Statutory Reporting – Rural Needs Annual Monitoring Report for period 1 June 2017-31 March 2018            | It was agreed to note the contents of the report.   | C Moffett    | Noted                              | Y                               |
| SPR/138/2018 | Performance Improvement Policy   | It was agreed that Council approve the Performance Improvement Policy for Newry, Mourne and Down District Council.  | K Bingham    | Noted                              | Y                               |
| SPR/139/2018 | Party Groups Consultation Response to NILGA “Devolution within Northern Ireland” Report                    | It was agreed to approve the draft response to be submitted to NILGA, without local government having scrutiny powers over NI Executive responsibilities.   | J McBride    | Noted                              | Y                               |

| Minute Ref  | Subject  | Decision   | Lead Officer | Actions taken/<br>Progress to date | Remove from<br>Action Sheet Y/N |
|---|--|--|--------------|------------------------------------|---------------------------------|
| SPR/140/2018  | Report on Annual Monitoring Return   | It was agreed to note the contents of the report on Annual Monitoring Return.  | C Miskelly   | Noted                              | Y                               |
| <b>ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2015</b> |  |  |              |                                    |                                 |
| SPR/141/2018  | Chief Executive Appraisal  | It was agreed to note the contents of the officer's report relating to the Chief Executive's appraisal and approve a payment of one increment being made as a non-consolidated, non-pensionable payment under the Pension Scheme Regulations.  | C Miskelly   | Noted                              | Y                               |
| SPR/142/2018  | Industrial Relations Update  | It was agreed to note the contents of the officer's report and approve the recommendations at paragraph 3.1 and 3.2 and paragraphs 4.1 – 4.4 relating to resource and financial implications for the provision of Finance, HR and Trade Union support for a programme of work aimed at addressing areas of concern in respect of industrial relations matters within Council.                            | C Miskelly   | Noted                              | Y                               |
| SPR/143/2018  | Update on Rates Support Grant  | It was agreed to note the contents of letter dated 4 October 2018 from Department for Communities regarding the successful Appeal from Mid Ulster District Council v DoE (now DfC) and advising of the impact of this ruling on rates support grant (RSG) allocation in 2018/19 and future years, and approving officers to take action to challenge any unlawful deductions of RSG allocation to NMDDC. | L Hannaway   | Noted                              | Y                               |
| SPR/144/2018  | Request from Albert Basin Task & Finish Group to Carry Out Works               | It was agreed to note the contents of the officer's report detailing a request from the Albert Basin Task and Finish WG for improvement works to be carried out at the entrance to the Albert Basin at the Greenway, at the cost outlined in paragraph 3.1 of the report.  | C Haughey    | Noted                              | Y                               |
| SPR/145/2018  | Action Sheet Arising from Albert Basin Task & Finish Group – 12 September 2018 | It was agreed to approve the contents of the Albert Basin Task and Finish Working Group action sheet of meeting held on 12 September 2018.   | M Lipsett    | Noted                              | Y                               |

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| <b>Report to:</b>                                   | Strategy, Policy and Resources Committee                          |
| <b>Date of Meeting:</b>                             | 15 November 2018  |
| <b>Subject:</b>                                     | 2019 Annual Report/NMD Connect                                    |
| <b>Reporting Officer<br/>(Including Job Title):</b> | Regina Mackin<br>Assistant Director Corporate Planning and Policy |
| <b>Contact Officer<br/>(Including Job Title):</b>   | Veronica Keegan<br>Head of Communications and Marketing           |

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

|                     |          |                        |
|---------------------|----------|------------------------|
| <b>For decision</b> | <b>X</b> | <b>For noting only</b> |
|---------------------|----------|------------------------|

Members are asked to note the contents of this report and agree the presentation of the 2019 Annual Report/NMD Connect to be published in February 2019.

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| <b>1.0</b> | <b>Purpose and Background</b>  |
| 1.1        | To seek agreement for the presentation of the 2019 Annual Report/NMD Connect publication.  |
| <b>2.0</b> | <b>Key issues</b>  |
| 2.1        | In February 2018, Newry, Mourne and Down District Council published the Annual Report/NMD Connect in a different format to previous years, issued as a single document published on the Council website and supported by a limited print run. The document was published in English only and Irish only formats on the website and in the print run.   |
| 2.2        | The format of the 2018 publication included a look back at the previous year's achievements; highlighted activities, initiatives and funding and looked forward to the strategic initiatives for the 2018-19 year. It also included a detailed section on the Council's services including waste management, how the Council spent monies collected, details on Councillors and community policing partnership, role and activities of the DEAs and partnerships, and contact details for the Council. |
| 2.3        | The publication on the website and limited print run was supported by a dedicated marketing campaign signposting local residents and the public to the website. The English only printed document was distributed across the district and the Irish Language Unit distributed the Irish only printed version accordingly.  |
| 2.4        | Monies are allocated within the 2018/19 budget for this publication.   |
| <b>3.0</b> | <b>Recommendations</b>   |
| 3.1        | It is recommended that the Council continue to publish the Annual Report/NMD Connect as one document, with English only and Irish only versions published on the website and supported by a limited print run. The document will also be made available in alternative formats upon request. This strategy has the advantage in a value for money manner of ensuring a wide distribution across the district.  |

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|------------|--|
|            | The strategy will be supported by a dedicated marketing campaign.  |
| <b>4.0</b> | <b>Resource implications</b>   |
| 4.1        | Monies to support this strategy are contained within the 2018/19 budget.   |
| <b>5.0</b> | <b>Equality and good relations implications</b>  |
| 5.1        | Consideration has been given to Councils Section 75 obligations.   |
| <b>6.0</b> | <b>Rural Proofing implications</b>   |
| 6.1        | Due regard to rural needs and distribution has been undertaken to ensure access to the information for urban and rural dwellers. |
| <b>7.0</b> | <b>Appendices</b>  |
| 7.1        | None   |
| <b>8.0</b> | <b>Background Documents</b>  |
| 8.1        | None   |

|   |   |
|---|---|
| <b>Report to:</b>                                   | SPR Committee   |
| <b>Date of Meeting:</b>                             | 15 November 2018  |
| <b>Subject:</b>                                     | Corporate Plan 2019-2023  |
| <b>Reporting Officer<br/>(Including Job Title):</b> | Regina Mackin Assistant Director of Corporate Planning and Policy   |
| <b>Contact Officer<br/>(Including Job Title):</b>   | Regina Mackin Assistant Director of Corporate Planning and Policy<br>Johnny Mc Bride Assistant Director of Community Planning and Performance |

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

|                     |  |                        |                          |
|---------------------|--|------------------------|--------------------------|
| <b>For decision</b> | <input checked="checked" type="checkbox"/> | <b>For noting only</b> | <input type="checkbox"/> |
|---------------------|--|------------------------|--------------------------|

|            |  |
|------------|--|
| <b>1.0</b> | <b>Purpose and Background</b><br>Members are asked to consider the contents of the report and approve the recommendations in Section 3.0   |
| 1.1        | The purpose of the report is to provide the timetable for the production of the Corporate Plan (2019-23) and to seek the appointment of an independent facilitator who will be tasked to undertake the consultation/engagement process and develop the Corporate Plan.   |
| <b>2.0</b> | <b>Key issues</b>  |
| 2.1        | <p>The Corporate Plan Timetable is as follows:- The new Corporate Plan (2019-23) will be developed in three distinct phases.</p> <p><u>Phase One</u>:- identification and validation of key issues (using qualitative and quantitative sources of information i.e. residents survey, performance information, statistical information) This phase is supported by officers of Council. (September-December 2018.)</p> <p><u>Phase Two</u>: Undertake a consultation/engagement process with key stakeholders to identify key priority areas/themes. Production of a first draft Corporate Plan by May 2019. Good practice is to utilise an independent facilitated process to engage with a wide range of stakeholders. The findings from this phase will inform phase 3. (January-May 2019)</p> <p><u>Phase Three</u>: Finalisation of the draft Corporate Plan 2019-23 with the new Council followed by a 12 week public consultation. Present final Corporate Plan to Council. Adoption of new Corporate Plan in January 2020 and publish thereafter. This final phase will be led and directed by officers of Council with the support of the facilitator. (June-December 19 with the Corporate Plan Launch in January 2020)</p> |

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|------------|--|
| 2.2        | In light of the vacuum created by the development of the new Corporate Plan, current Directorate Plans will continue to be based on the Corporate Plan 2015-19. Business Plans for 2019-20 will be developed during Q3 2019 reflecting the new Corporate Plan and presented in January 2020 to the relevant Committees (following Council adoption of the 2019-23 Corporate Plan.). These Directorate Plans will cover the period January 2020- March 2021, which will also align with the Performance Improvement Plan. |
| 2.3        | It is also anticipated the new Corporate Plan will feed into the development of other supporting Council strategies and so their development will align to the 2019-23 Corporate Plan timetable.   |
| 2.4        | The Council wishes to appoint an independent facilitator to undertake the development of the Corporate Plan 2019-23 through an inclusive, participative and accessible consultation and engagement process.  |
| <b>3.0</b> | <b>Recommendations</b>   |
| 3.1        | <ol style="list-style-type: none"> <li>1. To agree the timetable for the development of the Corporate Plan 2019-23.</li> <li>2. To proceed to appoint an independent facilitator to develop the Corporate Plan 2019-23.</li> </ol>   |
| <b>4.0</b> | <b>Resource implications</b>   |
| 4.1        | Costs associated with the consultation/engagement process and the appointment of an independent facilitator. Monies are allocated in the 2018/19 budget and there will be a financial requirement for 2019/20 to complete the task.  |
| <b>5.0</b> | <b>Equality and good relations implications</b>  |
| 5.1        | Consideration has been given to Council's Section 75 obligations regarding the development of the Council's Corporate Plan 2019-2023, which will be equality screened in line with Equality Scheme commitments.  |
| <b>6.0</b> | <b>Rural Proofing implications</b>   |
| 6.1        | Due regard to rural needs has been considered in the proposed process for developing the Council's Corporate Plan 2019-2023, which will be subject to rural impact assessment.   |
| <b>7.0</b> | <b>Appendices</b>  |
|            | N/A  |
| <b>8.0</b> | <b>Background Documents</b>  |
|            | N/A  |

|   |   |
|---|---|
| <b>Report to:</b>                                   | Strategy, Policy and Resources Committee                                |
| <b>Date of Meeting:</b>                             | 15 November 2018  |
| <b>Subject:</b>                                     | Mid Year Assessment of the Performance Improvement Plan 2018-19         |
| <b>Reporting Officer<br/>(Including Job Title):</b> | Johnny McBride – Assistant Director, Community Planning and Performance |
| <b>Contact Officer<br/>(Including Job Title):</b>   | Kate Bingham – Head of Performance and Improvement                      |

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

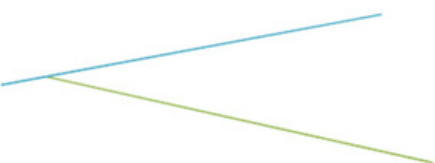
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| <b>For decision</b> | <b>X</b>  | <b>For noting only</b> |  |
| <b>1.0</b>          | <b>Purpose and Background</b>   |                        |  |
| 1.1                 | <p>Through the Performance Improvement Plan 2018-19 and corporate Business Planning and Performance Management Framework, the Council makes a commitment to monitor and review performance on a regular basis.</p> <p>This report provides an overview of the Council's progress in implementing the performance improvement objectives between April-September 2018. Where possible, performance has been tracked against the targets set within the Performance Improvement Plan 2018-19.</p>   |                        |  |
| <b>2.0</b>          | <b>Key issues</b>   |                        |  |
| 2.1                 | <p>The majority of 'supporting actions' and 'measures of success' within the Performance Improvement Plan 2018-19 are on track to be achieved. However, progress has been limited against the following:</p> <ul style="list-style-type: none"> <li>Participant levels on the Everybody Active (EBA) 2020 and Social Enterprise Programmes currently fall below target, but it is anticipated that the annual targets will be achieved by March 2019.</li> <li>Whilst the Council has not met the statutory standards for processing major planning applications and enforcement cases, performance has improved.</li> <li>The Council is currently putting in place arrangements to monitor the percentage of bins collected on their scheduled day and set targets around the reduction in waste arisings at Household Recycling Centres.</li> <li>There has been a reduction in the street cleanliness score across the District and the Council is developing a Dog Fouling Strategy to help address this issue.</li> </ul> |                        |  |
| 2.2                 | <p>It should be noted that the information contained within this report may be subject to change when the results are verified, validated and reported through the annual Assessment of Performance which will be published by 30 September 2019.</p>   |                        |  |
| <b>3.0</b>          | <b>Recommendations</b>  |                        |  |
| 3.1                 | To consider and agree:  |                        |  |

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"> <li>The Mid Year Assessment of the Performance Improvement Plan 2018-19</li> </ul> |
| <b>4.0</b> | <b>Resource implications</b>  |
| 4.1        | There are no resource implications contained within this report.  |
| <b>5.0</b> | <b>Equality and good relations implications</b>   |
| 5.1        | There are no equality and good relations implications contained within this report.                                   |
| <b>6.0</b> | <b>Rural Proofing implications</b>  |
| 6.1        | There are no rural proofing implications contained within this report.  |
| <b>7.0</b> | <b>Appendices</b>   |
|            | Mid Year Assessment of the Performance Improvement Plan 2018-19   |
| <b>8.0</b> | <b>Background Documents</b>   |
|            | <ul style="list-style-type: none"> <li>Performance Improvement Plan 2018-19</li> </ul>                                |

# Newry, Mourne and Down District Council

## Performance Improvement Plan 2018-19

### Mid Year Assessment



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## Introduction

This report provides an overview of the Council’s progress in implementing the performance improvement objectives between April-September 2018. Where possible, performance has been tracked against the targets set within the Performance Improvement Plan 2018-19.

### Performance Improvement Objectives 2018-19

- 1. Encourage healthy lifestyles through increased participation in leisure, sport 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 and initiatives**

### Legend

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

It should be noted that the information contained within this report may be subject to change when the results are verified, validated and reported through the annual Assessment of Performance which will be published by 30 September 2019.

## Progress at a glance

| Performance Improvement Objective   | Progress   | Status  |
|---|--|---|
| Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities  | Down Leisure Centre on track to open in November 2018  |    |
|   | Increased attendances at Council leisure facilities  |    |
|   | Since 2017-18, 31 capital schemes at Council Sports Facilities complete  |    |
|   | Mayobridge Play Park opened in September 2018  |    |
|   | Albert Basin Task and Finish Working Group established   |    |
| 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 | SEAFLAG 2 programme launched   |    |
|   | 75 jobs promoted through business start-up activity  |    |
|   | Belfast Region City Deal secured   |    |
|   | Four of the five Giant Adventure Festivals have taken place  |    |
|   | Preparation of the Arts, Culture and Heritage Strategy underway  |    |
|   | UNESCO Global Geopark status being progressed  |    |
| Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in  | Warrenpoint Municipal Park restored and re-opened  |    |
|   | Revitalisation and environmental improvement schemes commenced   |  |
|   | Late night bus pilot from Newry to Crossmaglen and Kilkeel launched  |  |
|   | Consultation on the Local Development Plan Preferred Options Paper complete  |  |
|   | Improved processing times for planning applications  |  |
| Create a cleaner, greener, more attractive District   | Downpatrick Household Recycling Centre on track to complete by Q4 2018-19  |  |
|   | £13k awarded to 7 environmental improvement projects   |  |
|   | Preparation of the Dog Fouling Strategy underway   |  |
|   | Blue Flag status for Tyrella, Cranfield and Murlough Beaches   |  |
|   | Reduction in street cleanliness score  |  |
| Encourage and empower local communities to participate in Council engagement structures and initiatives   | 52% of places on the 5 community engagement structures are taken by representatives from the voluntary, business and community sectors |  |
|   | 1,500 visits to the Ethnic Minority Support Centre in Newry  |  |
|   | 2,676 devices fitted to 285 homes through the 'Home Secure' scheme   |  |
|   | £1.4m awarded through the Financial Assistance Scheme  |  |




## Performance Improvement Objective 1



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

**Senior Responsible Officer: Director of Active and Healthy Communities**

### Progress:

- Down Leisure Centre is on track to open in November 2018, and the Council is exploring opportunities to maximise commercial income through a customer loyalty scheme, member referrals and revised pricing and programming arrangements.
- The 'NMD Be Active' app, which enables users to book classes and track their physical activity online, has been launched across all leisure centres.
- The new outdoor leisure identity is in place and the review of the Council's outdoor leisure facilities is almost complete.
- Nine capital schemes within year two of the Sports Facility Strategy are complete, with improvements being delivered at Killough, Drumaness and Strangford football pitches.
- The new play park in Mayobridge opened in September 2018, and funding has been awarded towards 16 additional play parks through the Rural Development Programme.
- The terms of reference and governance arrangements for the Albert Basin Task and Finish Working Group have been agreed and the group has been allocated a budget of £86k to consider options to progress the development of a park in Newry City.
- The Activity, Promotion and Development Plan is scheduled to be considered by the Play and Leisure Partnership in November 2018, and will be published on the Council's website, social media channels and 'NMD Be Active' app, once approved.
- Newry Leisure Centre was named winner in the Regeneration Category at the Royal Institute of Chartered Surveys Awards in May 2018.

| Measure of Success   | 2018-19               |                     | Status  | Explanatory note   |
|--|-----------------------|---------------------|---|--|
|  | Target                | YTD Actual          |   |  |
| 2.6 % increase in the number of participants using indoor leisure facilities | 1,473,781 attendances | 835,433 attendances |  | The Council has achieved 57% of the 2018-19 target. Overall, attendance levels across indoor leisure facilities have increased by 5.5% when compared to Q1 and Q2 2017-18, including a 27% increase at Newry Leisure Centre. |
| 9% increase in the number of participants using Down Leisure Centre (DLC)    | 209,862 attendances   | 116,612 attendances |  | The Council has achieved 56% of the 2018-19 target. Whilst attendance levels have reduced when compared to Q1 and Q2 2017-18, further increases are anticipated when DLC opens in November 2018.                             |
| Level of user satisfaction with  | NLC                   | 70%                 |  | Satisfaction levels across the six leisure centres range from 64% in Down Leisure Centre to  |
|  | St Colman's           | 74.8%               |   |  |

|  |                          |               |   |   |
|--|--------------------------|---------------|---|---|
| selected indoor leisure facilities   | Newcastle Centre         | 71.2%         |   | 85% in the Ballymote Centre, and compare favourably to the UK average of 73.19%. Improvement plans are currently being developed to address the key issues raised through the consultation.   |
|  | Ballymote Centre         | 84.8%         |   |   |
|  | DLC                      | 64.3%         |   |   |
|  | KLC                      | 76.1%         |   |   |
| Number of children and young people engaged in Community Play and other health and wellbeing initiatives | -                        | 697           |    | Between April-August 2018, 697 children and young people took part in 'outdoor' and 'arts' community play sessions across all DEA's. This is supplemented by the community play sessions which are delivered by those community groups which participated in the training and capacity building programme which has been delivered by the Council.  |
| Number of participants from targeted groups involved in physical activity programmes                     | <b>EBA 2020</b>          | <b>Target</b> |  | The Council continues to work with the Everybody Active delivery partners to provide a range of programmes including Couch to 5K, tai chi, yoga and danderball. Whilst participation to date falls below target, further increases are anticipated during Q3 and Q4 2018-19. The final validated participation levels across every category within the EBA Programme will be reported at the end of the financial year by Sport NI. |
|  | Total participants       | 8,280         |   |   |
|  | Women and Girls          | 4,802         |   |   |
|  | Sustained participation  | 2,566         |   |   |
|  | People with a disability | 1,407         |   |   |
|  | High social need         | 2,815         |   |   |

\*EBA 2020 is the regional Everybody Active Programme.

## Performance Improvement 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

**Senior Responsible Officer: Director of Enterprise, Regeneration and Tourism**

### Progress:

- In September 2018, 400 delegates attended the 'Innovation Nation' conference in Newry and 200 pupils from 14 post primary schools across the District took part in the 'Day of Ambition' event.

- A City Deal for the Belfast Region has been secured, following an announcement by the Chancellor of the Exchequer as part of the 2018 Autumn Budget Statement. This City Deal will ensure that the Council is in a position to progress strategic projects such as the Southern Relief Road, Regeneration of Newry City, Newcastle Gateway to the Mourne and digital connectivity initiatives within the next 10 year period.
- Through the CREST Skills Enhancement Programme, which concluded in June 2018, 163 participants enrolled on courses, 130 completed their programme of study, 129 achieved qualifications in areas such as food safety and book-keeping and 19 gained employment.
- Almost 60 participants are currently accessing training and business development opportunities through a range of programmes, including Work4U Plus, Exploring Enterprise and Innovate Accelerate.
- The development of the Arts, Culture and Heritage Strategy, which aims to drive growth and sustained participation in cultural venues and initiatives, is well underway.
- Engagement with 45 tourism and hospitality businesses through six cluster groups facilitated the development of ten 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.
- The Communication Plan around UNESCO Global Geopark status is being implemented, and includes media briefings, drop in sessions, themed talks and participation in geological activities at key events across the District. The Council also attended the 8<sup>th</sup> International Conference on UNESCO Global Geoparks 2018 in Italy.
- Slieve Gullion Forest Park was awarded a 4 star rating from Tourism NI for visitor attraction and Kilbroney Forest Park was awarded a Green Flag for exceeding environmental standards for green space management and visitor facilities.

| Measure of success  | 2018-19 |            | Status  | Explanatory note  |
|---|---------|------------|---|---|
|   | Target  | YTD Actual |   |   |
| Number of business plan applications approved   | 295     | 123        |  | Through the NI 'Go For It' programme, the Council achieved 41% of the target around business plan approvals, 41% of the target around new business starts and 48% of the target around jobs promoted through business start up activity. Since the programme commenced in September 2017, 48% of clients have been in full-time or part time employment and the most popular sectors in which to start a business are 'services' and 'accommodation and food'.* |
| Number of new business starts   | 200     | 83         |  |   |
| Number of jobs promoted through business start-up activity ( <i>statutory performance indicator</i> ) | 155     | 75         |  |   |
| Number of new social enterprise start ups   | 8       | 3          |  | Through the Social Enterprise Programme 2018-19, the Council achieved 37.5% of the start-up target, 50% of the jobs created target and 20% of the volunteers recruited target. Progress made during Q1 and Q2 will support the achievement of the annual targets, as Q3 and Q4 are  |
| Number of new social enterprise jobs created  | 12      | 6          |  |   |
| Number of new volunteers recruited  | 30      | 6          |  |   |

|   |                    |                   |   |   |
|---|--------------------|-------------------|---|---|
|   |                    |                   |   | traditionally busier periods for the programme.   |
| Number of community groups and organisations provided with business support | 40                 | 12                | 😞 | The Council achieved 30% of the 2018-19 target, and further increases are anticipated when the workshops with community groups are rolled out between October 2018 - March 2019.  |
| Number of visitors to Giant Adventure festivals (total)                     | -                  | -                 | - | Four of the five Giant Adventure Festivals have taken place (Footsteps in the Forest, Festival of Flight, Skiffie Festival and Wake the Giant). The impact of each event is currently being evaluated, and will be reported in more detail through the annual Assessment of Performance 2018-19.  |
| Total estimated spend associated with Giant Adventure festivals             | -                  | -                 | - |   |
| Level of visitor satisfaction with Giant Adventure festivals (average)      | -                  | -                 | - |   |
| Growth rate per annum in overnight expenditure in Newry, Mourne and Down    | NI Target (Annual) | NMD 2018 (Actual) |   | The general regional target for growth in overnight expenditure is 6%. Newry, Mourne and Down exceeded this target in 2016 and 2017, when there was an increase of 26.8% and 48.4% respectively.  |
|   | 6%                 | 48.4%             |   |   |
|   | <b>2020 target</b> | <b>YTD Actual</b> |   |   |
| Number of new micro and small rural businesses created in rural areas       | 55                 | 4                 | - | £1m has been awarded to 31 projects through calls one and two of the Rural Business Investment Scheme, and call three is currently underway. It should be noted that, whilst there is a 'lag' between the initiation of the programme and the subsequent creation of businesses and jobs, it is anticipated that the targets set will be achieved by the end of the five year Rural Development Programme in 2020.  |
| Number of micro and small businesses supported in rural areas               | 30                 | 15                | - |   |
| Number of new jobs created in rural areas                                   | 147                | 5.5               | - |   |
| Number of new jobs created in fishing dependent communities by 2020         | 55                 | -                 | - | The £2.3m SEAFLAG 2 programme opened for expressions of interest in July 2018, and a series of information sessions were held in Ardglass, Kilkeel and Portavogie to promote available funding opportunities. To date eleven expressions of interest have been received, with eligible projects working towards the submission of a full application. Performance measures and targets will be measured throughout the lifetime of the SEAFLAG 2 programme. |
| Number of new businesses created in fishing dependent communities by 2020   | 22                 | -                 | - |   |
| Number of new qualifications and  | 130                | -                 | - |   |

|   |  |  |  |  |
|---|--|--|--|--|
| skills achieved through SEAFLAG 2 BY 2020 |  |  |  |  |
|---|--|--|--|--|

\*YTD actuals for business plan applications, new business starts and jobs promoted through business start-up activity relate to April-August 2018. The 2018-19 targets for business plan approvals and new business starts have been amended to reflect the Service Level Agreement received from the delivery agents.




## Performance Improvement Objective 3


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

**Senior Responsible Officer: Director of Enterprise, Regeneration and Tourism**

| Progress:  |  |
|--|--|
| <ul style="list-style-type: none"> <li>Warrenpoint Municipal Park re-opened in August 2018, with upgraded facilities including a children's play area, tennis court and the restored original bandstand.</li> <li>Letters of Offer to progress the revitalisation schemes in Newry and Warrenpoint, and the environmental improvement scheme in Downpatrick, have been issued. All schemes are now underway and scheduled to complete by March 2019.</li> <li>The final phase of the Forkhill Masterplan is being progressed, following community support for the installation of one play area in the centre of the village, as opposed to upgrades at two existing parks. The planning application has been submitted, and the new park is scheduled to complete by March 2019.</li> <li>Applications for Rural Development Village Renewal funding are being developed, and include proposals for seven environmental improvement projects and 16 gateway projects.</li> <li>The Council has procured a design team to progress the proposals around the regeneration of the Derrymore Demesne, which will include recreational walking trails and a play area.</li> <li>In partnership with Newry BID and Translink, the Council launched a late night bus pilot from Newry to Crossmaglen and Kilkeel in September 2018. The service commenced on 5 October for a period of 12 weeks and uptake is being promoted through an integrated programme of activity.</li> <li>The Council continues to promote the Gigabit Voucher Scheme to local communities and businesses, and is engaging suppliers to encourage uptake of the service.</li> <li>Through Digital NMD, 252 participants attended 9 events which explored the benefits of new and emerging technologies for small businesses, focusing on themes such as cyber security, social media and Digital Strategy*.</li> <li>The 12 week consultation on the Local Development Plan Preferred Options Paper took place between 1 June and 24 August, and the results are currently being analysed.</li> </ul> |  |

| Measure of success   | 2015-16 Actual | 2019-20 Target | 2020-21 Target | Status | Explanatory note   |
|--|----------------|----------------|----------------|--------|--|
| 34% increase in the number of visitors to Warrenpoint Municipal Park | 20,865         | 27,900         | 35,000         | -      | The baseline data was collated in 2015-16 and the next survey will be carried out in Q2 2019-20. |

|   |                 |                  |   |  |  |
|---|-----------------|------------------|---|--|--|
| 6% increase in visitor satisfaction with Warrenpoint Municipal park   | 68%             | 74%              | 80%   | -  | The baseline data was collated in 2015-16 and the next survey will be carried out in Q2 2019-20.   |
| 9% increase in the number of people who believe Warrenpoint Municipal park enhances their quality of life   | 31%             | 40.5%            | 50%   | -  | The baseline data was collated in 2015-16 and the next survey will be carried out in Q2 2019-20.   |
| Level of footfall, improved business/visitor perception and reduced/sustained vacant properties by 2020-2021, following the completion of the Newry, Warrenpoint and Downpatrick environmental improvement and revitalisation schemes | -               |                  |   |   | The environmental improvement and revitalisation schemes in Downpatrick, Newry and Warrenpoint have commenced, and the post project evaluation of each scheme will be carried out in 2020. |
| Percentage of planning enforcement cases that are processed within 39 weeks ( <i>statutory performance indicator</i> )  | <b>Standard</b> | <b>Q1 Actual</b> |  |  |  |
|   | 70%             | 62.2%            |   |  |  |
| Average processing time of major planning applications ( <i>statutory performance indicator</i> )   | <30 weeks       | 48.6 weeks       |  | The 2018-19 Q1 processing time for major planning applications is well below the regional average of 67.6 weeks and has improved by 43.2 weeks when compared to Q1 2017-18, and 111.4 weeks when compared to Q4 2017-18. 20% of major planning applications were processed within 30 weeks, compared to 0% during Q1 2017-18. However, it should be noted that the processing time for one legacy planning application was 179.4 weeks compared to 45 weeks for Council received applications, which has increased |  |

|   |           |            |   |   |
|---|-----------|------------|---|---|
|   |           |            |   | the average processing time to 48.6 weeks.  |
| Average processing time of local planning applications<br>(statutory performance indicator) | <15 weeks | 15.4 weeks |  | Whilst the 2018-19 Q1 processing time for local planning applications is slightly above the regional average of 15.2 weeks, it has reduced by 2.8 weeks when compared to Q1 2017-18, and the Council is on track to meet the statutory standard. 48.5% of local planning applications were processed within 15 weeks, which represents a 5.6% improvement from the same period last year. However, it should be noted that the average processing time for six legacy planning applications was 250 weeks, compared to 15.2 weeks for Council received applications, which has increased the average processing time to 15.4 weeks. |

\*Digital NMD events took place between March-October 2018.

\*\*The 2018-19 Q1 planning statistics remain provisional and will be finalised when the Department for Infrastructure releases the 2018-19 Annual Report in June 2019.

## Performance Improvement Objective 4






Create a cleaner, greener, more attractive District


**Senior Responsible Officer: Director of Neighbourhood Services**

### Progress:

- In June 2018, Elected Members explored a potential model for the future design of the Neighbourhood Services initiative. The (Officer) Neighbourhood Services Project Board has been established and the Terms of Reference for the (Elected Member) Neighbourhood Services Working Group have been approved.
- Over £13k has been awarded to seven environmental improvement projects through the 'Down Your Street – Live Here Love Here' initiative.
- The development of the Dog Fouling Strategy is well underway, and the public campaign to raise awareness around the detrimental impact of dog fouling and littering will commence in Q3 2018-19.
- 63 schools across the District have Green Flag status, 33 have silver awards and 16 have bronze awards. Ten schools also attended the Chairperson's annual Green Flag reception which celebrates the achievements of the eco schools programme.
- Tyrella, Cranfield and Murlough Beaches achieved Blue Flag status.
- In April 2018, 19 primary and 4 post primary schools took part in the Environmental Youth Speak competition which stimulated debate on the topics of 'Food Waste: Brown is the new Black' and 'If I was Minister for the Environment for a day, I would....'.
- The Council continues to promote environmentally friendly practices and has assisted with 36 community clean ups and organised visits to 69 schools and 14 summer schemes to raise awareness around recycling and waste management.

- The Downpatrick Household Recycling Centre is on track to complete in Q4 2018-19.
- The standardisation process for glass recycling will commence implementation in April 2019, with glass being included in the blue bins of all households.

| Measure of Success   | 2018-19                    |                   | Status  | Explanatory note  |
|--|----------------------------|-------------------|---|---|
|  | Standard                   | Q1 Actual         |   |   |
| Percentage of household waste collected that is sent for recycling<br><i>(statutory performance indicator)</i> | 50% by 2020                | -                 | -   | Data will be published through the DAERA Annual Report 2018-19 and reported through the Assessment of Performance in September 2019.  |
| Amount of biodegradable municipal waste that is landfilled<br><i>(statutory performance indicator)</i>         | <22,314 tonnes             | -                 | -   |   |
| Amount of Local Authority Collected (LAC) Municipal Waste arisings<br><i>(statutory performance indicator)</i> | 85,500 tonnes              | -                 | -   |   |
|  | <b>Target</b>              | <b>YTD Actual</b> |   |   |
| Reduction in black bin waste collected   | -                          | 15,251 tonnes     |  | There has been a 19% reduction in black bin waste when compared to April-September 2017.  |
| Increase in blue bin waste collected   | -                          | 5,760 tonnes      |  | There has been a 7% increase in blue bin waste when compared to April-September 2017.   |
| Increase in brown bin waste collected  | -                          | 9,531 tonnes      |  | There has been a 34% increase in brown bin waste when compared to April-September 2017.   |
| Amount of general waste arisings at Household Recycling Centres  | Target to be established   |                   |  | The Council is currently setting targets around the reduction in waste arisings at Household Recycling Centres, which will be introduced and monitored in 2019-20.                                    |
| Percentage of bins collected on their scheduled day  | Baseline to be established |                   |  | The methodology to calculate the percentage of bins collected on their scheduled day is currently being developed and will be monitored as part of the Neighbourhood Services Transformation Project. |

|   |   |    |   |   |
|---|---|----|---|---|
| Level of street cleanliness across the district | - | 66 |  | Keep NI Beautiful carried out Cleaner Neighbourhoods Surveys in August 2017 and April 2018, during which time the LEAMS score decreased from 72 to 66, and falls below the average regional score of 73. This can largely be attributed to increased levels of dog fouling and littering in the greater Newry area. |
|---|---|----|---|---|

\*YTD actuals for black bin waste, mixed dry recyclables and brown bin waste remain provisional and will be finalised when DAERA publishes the 2018-19 Annual Report in November 2019.






## Performance Improvement Objective 5






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

**Senior Responsible Officer: Director of Active and Healthy Communities**

### Progress:

- A training needs analysis, which has been carried out with members of the District Electoral Area (DEA) Fora, will be used to support the development of an integrated capacity building programme around leadership, good relations and media handling.
- Of the 196 places currently occupied through the Council's engagement structures, 52% are taken by representatives from the voluntary, business and community sectors, 28% by Elected Members and 20% by statutory organisations.
- Local communities have participated in the following programmes:
  - 102 participants on the PEACE IV History Summer Scheme
  - 120 post primary school pupils from the Newry and Slieve Gullion DEA's took part in the 'Shared Schools' programme
  - 90 primary school pupils from the Downpatrick DEA took part in the Culture Programme
  - 10 young people took part in a four week youth intervention DJ Course
- In September 2018, Newry, Mourne and Down achieved Age Friendly status from the World Health Organisation. NMDDC public buildings are also set to become dementia friendly, and phase 1 is scheduled to commence in November 2018 with staff training.
- The Ethnic Minority Support Centre in Newry continues to host weekly clinics in the Downshire Civic Centre and Sean Hollywood Arts Centre, as well as an Arabic clinic for the local Muslim community. Over 50 Bulgarian, Polish and Romanian families attended information sessions which focused on issues such as universal and tax credits, driving regulations and bin usage.
- Six partner organisations have allocated a total of £14k towards two 'participatory budgeting' pilot programmes. Through the first programme, which took place in October 2018, six groups were awarded a total of £3k to deliver community based projects in their locality. The second programme is scheduled to take place in November 2018.

| Measure of Success                                 | 2018-19 |            | Status  | Explanatory note   |
|--|---------|------------|---|--|
|  | Target  | YTD actual |   |  |
| Number of meetings and public engagement events    | -       | 94         |    | The five community engagement structures continue to meet on a regular basis and have hosted a range of public engagement events which focused on themes such as housing, mental health and neighbourhood watch.   |
| Number of events delivered                         | -       | 64         |    | The community engagement structures have organised 64 events, including the annual Mourne Mountain Adventure which 300 young people took part in, three Drug and Alcohol Awareness events which almost 400 young people attended, a range of events during Men's Health Week which attracted 191 participants, five internet safety and cyber crime events which over 70 people attended and the Meadowlands Fun Day in the Downpatrick DEA which 100 people attended. |
| Number of events supported                         | -       | 56         |  | The community engagement structures have supported 56 events, including the Golden Globes in Saintfield, Kilbroney Vintage Show, Newry Show, Castlewellan Show, opening of the Ballynahinch MUGA Pitch, MELA Intercultural Festival and the 'Back to School' initiatives which took place across a number of DEA's.  |
| Number of capacity building programmes             | -       | 5          |  | Through the community engagement structures, five capacity building programmes have been delivered, including the financial assistance workshops which 61 people attended and the Slieve Gullion Good Relations Programme which 25 women took part in.   |
| Number of visits to Ethnic Minority Support Centre | -       | 1,500      |  | Between March-September 2018, the Ethnic Minority Support Centre in Newry recorded 1,500 visits from black and minority ethnic communities who received advice on issues including employment, housing, universal credit and residential rights.   |

|  |   |                  |   |   |
|--|---|------------------|---|---|
| The effectiveness of Council run community engagement structures in facilitating stakeholder participation | - | -                |    | 52% of the 196 places currently occupied through the Council's engagement structures are taken by representatives from the voluntary, business and community sectors. This demonstrates the Council's commitment to working alongside key stakeholders, enabling them to inform the local decision-making process and have their say in shaping the future of the district. |
| Number of Neighbourhood Watch Schemes  | - | 176              |    | The number of Neighbourhood Watch Schemes has slightly reduced from 177 since March 2018.   |
| Number of beneficiaries of the 'Home Secure' scheme  | - | 285              |    | 285 homes were secured with 2,676 devices, 45% of which were window alarms. The majority of the homes secured with devices were in the Mournes DEA (92) and Newry DEA (49).   |
|  |   | 2,676            |   |   |
| Number of beneficiaries of the 'Good Morning, Good Neighbour' scheme                                       | - | 315 users        |   | 315 registered users, including 35 new referrals, received 21,072 calls through the scheme. 67 active volunteers are currently registered on the scheme, and have been offered support on call handling and desktop access.   |
|  |   | 21,072 calls     |   |   |
| Number and percentage of financial assistance projects funded and successfully delivered                   | - | 611 applications |  | Through calls one and two of the Financial Assistance Scheme, the Council received 611 applications, 73% of which were awarded a total of £1,496,880 across a range of themes including tourism, Christmas illuminations, community engagement, community safety and good relations.  |
|  |   | 73% success rate |   |   |

|   |   |
|---|---|
| <b>Report to:</b>                                   | Strategy, Policy and Resources Committee  |
| <b>Date of Meeting:</b>                             | 15 November 2018  |
| <b>Subject:</b>                                     | Mid Year Assessment of Directorate Business Plans 2018-19                           |
| <b>Reporting Officer<br/>(Including Job Title):</b> | Liam Hannaway – Chief Executive<br>Dorinnia Carville – Director, Corporate Services |
| <b>Contact Officer<br/>(Including Job Title):</b>   | Johnny McBride – Assistant Director, Community Planning and Performance             |

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

| For decision | X | For noting only |  |
|--------------|---|-----------------|--|
| <b>1.0</b>   |   |                 | <b>Purpose and Background</b>  |
| 1.1          |   |                 | Directorate Business Plans are an essential part of the Council's Business Planning and Performance Management Framework, which drives and provides assurance that corporate priorities are being delivered.   |
| 1.2          |   |                 | The Business Plans demonstrate how planned activity during 2018-19 will contribute to the achievement of strategic outcomes in relation to the Community Plan, Corporate Plan, Performance Improvement Plan and other key strategies.  |
| <b>2.0</b>   |   |                 | <b>Key issues</b>  |
| 2.1          |   |                 | A Mid Year Assessment of each Business Plan has been undertaken in order to provide an overview of progress between April-September 2018. This exercise is an important part of the Council's statutory obligations to strengthen the way performance is monitored, reviewed and reported across the organisation. |
| 2.2          |   |                 | The Mid Year Assessments of the Chief Executive's Office (CEO) and Corporate Services Business Plans 2018-19 are outlined at Appendices I and II respectively.   |
| <b>3.0</b>   |   |                 | <b>Recommendations</b>   |
| 3.1          |   |                 | To consider and agree: <ul style="list-style-type: none"> <li>The Mid Year Assessment of the CEO Business Plan 2018-19</li> <li>The Mid Year Assessment of the Corporate Services Business Plan 2018-19</li> </ul>   |
| <b>4.0</b>   |   |                 | <b>Resource implications</b>   |
| 4.1          |   |                 | There are no resource implications contained within this report.   |
| <b>5.0</b>   |   |                 | <b>Equality and good relations implications</b>  |
| 5.1          |   |                 | There are no equality and good relations implications contained within this report.  |
| <b>6.0</b>   |   |                 | <b>Rural Proofing implications</b>   |
| 6.1          |   |                 | There are no rural proofing implications contained within this report.   |
| <b>7.0</b>   |   |                 | <b>Appendices</b>  |
| 7.1          |   |                 | Appendix I - Mid Year Assessment of the CEO Business Plan 2018-19<br>Appendix II - Mid Year Assessment of the Corporate Services Business Plan 2018-19   |
| <b>8.0</b>   |   |                 | <b>Background Documents</b> <ul style="list-style-type: none"> <li>Chief Executive's Office Business Plan 2018-19</li> <li>Corporate Services Business Plan 2018-19</li> </ul>   |

# Chief Executive's Office

## Mid-Year Assessment Business Plan 2018-19



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

## Introduction




This report provides an overview of progress between April-September 2018, in delivering the Business Plan 2018-19 for the Chief Executive's Office (CEO), across the following service areas:

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














The delivery of the CEO Business Plan 2018-19 supports the achievement of the following corporate priority, and performance has been tracked using the legend below.







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






## Legend






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







## Progress at a glance






|   |   |
|---|---|
| A number of transformation and efficiency projects have been identified       |  |
| Performance Improvement Plan and Assessment of Performance published          |  |
| Outline business case for an electronic Performance Management System drafted |  |
| Performance management training for Elected Members and officers delayed      |  |
| Performance Improvement Policy approved                                       |  |
| Household Survey complete and DEA Scorecards produced                         |  |
| Elected Member Survey delayed   |  |
| Data sharing agreements with the NIHE and Woodland Trust in place             |  |
| Measure Deprivation Measure Training delivered                                |  |
| Review of community planning governance arrangements underway                 |  |
| 6 groups awarded a total of £3k through the participatory budgeting programme |  |
| Preparations underway to support the 2019 Local Government Election           |  |
| Continued support provided to the Chairperson and Council Committees          |  |




| Key CEO Actions             |   |            |   |  |
|-----------------------------|---|------------|---|--|
|                             | Supporting action   | When       | Status  | Progress   |
| Business Transformation     | Further develop a more detailed Target Operating Model and progress initial projects  | Q3         |    | Designated as the Council's Transformation Team, the Corporate Management Team (CMT) is currently progressing a number of important projects in relation to purchasing, project management, organisational design, terms and conditions and administrative business support.   |
|                             | Develop and agree a business transformation programme with the Senior Management Team and Elected Members   | Q3         |    | A programme of work is emerging from the priorities identified by the CMT. Closer links are being developed between the transformational work of the CMT and the Council's IT Strategy.  |
|                             | Work with internal stakeholders to implement a targeted Efficiency Plan for 2018-19   | Q3         |    | A range of efficiency projects are currently being developed and progressed by the Senior Management Team (SMT).   |
| Performance and Improvement | Develop and consult on the performance improvement objectives, and publish the Performance Improvement Plan 2018-19   | Q1         |  | Based on robust and extensive consultation and engagement, the performance improvement objectives were published on the Council's website and social media channels through the Performance Improvement Plan 2018-19, and summary document entitled 'Our Performance, Looking Back, Going Forward' in June 2018, in line with the statutory timetable.   |
|                             | Develop and adopt a Performance Improvement Policy, to mainstream and embed the Business Planning and Performance Management Framework                                      | Q1 onwards |  | The Performance Improvement Policy was considered by the Local Joint Consultative Committee (LJCC), CMT and SMT, and approved by the Strategy, Policy and Resources Committee in October 2018.   |
|                             | Review and strengthen existing performance management arrangements and the effective use of performance information to drive continuous improvement across the organisation | Q1 onwards |  | As the Council's Business Planning and Performance Management Framework becomes more embedded, performance information has been used to drive improvements across the organisation. This is evidenced through the improved processing times for local planning applications, reduction in black bin waste, increase in brown bin waste and the rising success rate in the number of successful applications to the Financial |



|                             |   |    |   |  |
|-----------------------------|---|----|---|--|
| Performance and Improvement |   |    |   | Assistance Scheme.   |
|                             | Complete and publish the Assessment of Performance 2017-18  | Q2 |    | The Assessment of Performance 2017-18 was published in September 2018 on the Council's website and social media channels, in line with the statutory timetable. It provides an overview of progress against the performance improvement objectives 2018-19, corporate priorities 2015-19 and statutory performance indicators and standards for economic development, planning and waste management.   |
|                             | Facilitate the Improvement Audit and Assessment 2018-19 and implement the 'proposals for improvement' put forward by the Local Government Auditor | Q3 |    | The fieldwork phase of the annual audit and assessment, which is carried out by the Northern Ireland Audit Office (NIAO), is complete and the draft preliminary findings have been received. Progress has been made in achieving the 2017-18 proposals for improvement, as evidenced through the 'outcome focused' performance improvement objectives which are aligned to community planning outcomes and corporate priorities, and the updated corporate website which features a page dedicated to performance.       |
|                             | Publish the Mid Year Assessment of the Performance Improvement Plan 2018-19   | Q3 |  | The Mid Year Assessment of the Performance Improvement Plan 2018-19 is scheduled to be considered by the Strategy, Policy and Resources Committee in November, followed by the Audit Committee in December 2018.   |
|                             | Complete an outline business case for the procurement of a corporate Business Intelligence System   | Q3 |  | The outline business case for the performance management component of the corporate Business Intelligence System has been drafted, and is scheduled to be considered by the IT Projects Group in November 2018.  |
|                             | Provide performance management training and capacity building for Elected Members and senior officers   | Q3 |  | A regional approach to building the capacity of Elected Members in relation to the statutory Duty of Improvement is currently being progressed in partnership with the NI Local Government Association (NILGA) and the Local Government Performance Improvement Working Group. This regional programme is likely to be supplemented by local training sessions for Elected Members and senior officers during the new term of Council. In the interim, Elected Members and senior officers will continue to consider and |


|                       |  |            |   |   |
|-----------------------|--|------------|---|---|
| Evidence and Research |  |            |   | scrutinise the performance of the Council in delivering key plans and strategies.   |
|                       | Commence the development of the 2019-20 performance improvement objectives, in line with the new Corporate Plan                  | Q3         |    | A cross departmental Working Group has been established to progress the development of the new Corporate Plan. An integrated route map of activity will also facilitate closer alignment between the Community Plan, Corporate Plan and Performance Improvement Plan, specifically in terms of how each plan is developed, monitored, reviewed and reported.  |
|                       | Through a Citizen Profiling and Segmentation exercise, continue to analyse existing and emerging datasets                        | Q1 onwards |    | The Citizen Profiling and Segmentation exercise has been delayed until the results of the Household Survey are analysed and reviewed to identify existing and emerging data gaps in relation to the demographic and socio-economic profile of the District.   |
|                       | Provide baseline evidence to support community planning activity and develop data sharing agreements with partner organisations  | Q1 onwards |  | The Council has signed data sharing agreements with the NI Housing Executive (NIHE) and Woodland Trust. Research reports around health inequalities, addictions and housing have also been produced, in order to provide a robust and reliable evidence base to inform the strategic direction of the Community Planning Thematic Working Groups.   |
|                       | Complete a Household Survey to gather baseline data in relation to resident priorities and satisfaction levels with key services | Q2         |  | In partnership with Mid and East Antrim Borough Council, the Household Survey was carried out during September-October 2018. 750 residents were randomly selected to take part in the face to face survey, responding to questions around priorities for the future, satisfaction with the Council and its services and the local area as a place to live. The results of the survey will be presented to Elected Members and the Senior Management Team during Q3 2018-19, and used to inform the development of the new Corporate Plan. |
|                       | Complete a series of DEA workshops to disseminate the updated Multiple Deprivation Measures throughout the District              | Q3         |  | DEA scorecards, based on the four community planning themes, have been produced, providing an evidence base to support the development of future DEA Action Plans. 30 officers from the Council and partner organisations also attended a training session, which was delivered by NISRA, on the Multiple   |

|                       |  |    |   |   |
|-----------------------|--|----|---|---|
|                       |  |    |   | Deprivation Measures 2017.  |
| Evidence and Research | Develop proposals to provide an efficient and effective GIS service which meets the needs of the organisation                                  | Q3 |    | The GIS Officer commenced employment in October 2018, and will support the development of a GIS Strategy which meets the current and future needs of the organisation.  |
|                       | Conduct an Elected Member survey to gauge perceptions around future corporate priorities   | Q3 |    | The Elected Member survey will be considered further following the completion of the Household Survey, and progressed as part of the development of the new Corporate Plan.   |
|                       | Work with Legal Services to develop governance arrangements for the use of data to support business intelligence                               | Q4 |    | The Evidence and Research team continues to collaborate with officers from the Corporate Services Directorate and IT Projects Group to support the development of a Data Strategy across the organisation.  |
| Community Planning    | Work with partners to implement the Community Plan and Thematic Delivery Plans, and develop systems to monitor progress effectively            | Q3 |  | The Community Planning Board meets three times per annum, and in June 2018, reviewed progress against the priority areas outlined in the Thematic Group Delivery Plans. The quarterly meetings of the four Thematic Groups provide a mechanism for partners to monitor and report progress against each Delivery Plan.  |
|                       | Strengthen stakeholder engagement and participation in the process of community planning, taking into account the needs of marginalised groups | Q3 |  | Through the Stakeholder Forum, representatives from the community and voluntary sector continue to participate in the process of community planning. In addition, the Council continues to engage marginalised groups, as evidenced through recent meetings with two Disability Groups and the invitation to representatives from the Newry and Mourne Youth Council to attend the Community Planning Board in February 2019. |
|                       | Review the governance arrangements and operating protocols for the Partnership Board and Thematic Delivery Groups                              | Q3 |  | The review of the governance arrangements across all tiers of the community planning structure has commenced. The purpose of the review is to strengthen the co-ordination and information sharing role of the Thematic Delivery Groups at a strategic level, whilst taking into account existing partnership structures which formally fall outside the agreed community planning structure.                                 |

|                     |  |            |   |   |
|---------------------|--|------------|---|---|
| Community Planning  | Agree future arrangements to strengthen the role of the Stakeholder Forum and other engagement structures in supporting the delivery of the Community Plan | Q3         |    | The Council continues to provide administrative support to the Stakeholder Forum. In September 2018, a facilitated workshop assisted Forum Members in commencing the development of an integrated Action Plan, which identifies potential areas for collaborative action and clarifies their roles and responsibilities in relation to the delivery of the Community Plan. Potential areas for collaborative action include mental health, physical activity and social prescribing, all of which will be explored further at the next workshop in November 2018. |
|                     | Identify and support 'participatory budgeting' pilot programmes within the District  | Q3         |   | Six stakeholders, including the PSNI, NI Housing Executive and both Health Trusts, have allocated a total of £14k towards two participatory budgeting pilot programmes. Through the first programme, which took place in October 2018, six groups were successfully awarded £500 each to deliver community based projects in their locality. The second pilot specifically targets young people across the District, and the preferred community projects will be selected through online voting and polling, as well as the final event in November 2018.        |
|                     | Publish the biennial report to outline progress in implementing the Community Plan   | Q4         |  | Whilst the Department for Communities has delayed the publication date of the progress report until November 2019, the Community Planning Partnership continues to develop a framework to monitor and report progress against the outcomes within the Community Plan.   |
| Democratic Services | Prepare for the Local Government Election in June 2019   | Q1 onwards |  | The Council issued a questionnaire to all staff to gauge the level of interest and experience in supporting the Local Government Elections 2019. Employees will also take part in the Electoral Office Northern Ireland's training and capacity building programme which commences in October 2018. This programme will be supplemented by additional in-house training during Q3 and Q4 2018-19.   |
|                     | Continue to provide training, capacity building and ongoing support for Elected  | Q1 onwards |  | Elected Members continue to attend training and capacity building events which are organised by NILGA and the Council. Since April 2018, Elected  |

|   |            |   |  |
|---|------------|---|--|
| Members in fulfilling their roles and responsibilities  |            |   | Members were invited to participate in eight training programmes, including planning, procurement, GDPR and Data Protection, Safeguarding and Chairing Skills. Elected Members also attended a range of conferences which focused on topics such as shared services and resources, rural society in transition, as well as the annual ASPE (Association of Public Service Excellence), NILGA and NAC (National Association of Councillors) corporate events. |
| Routinely review and update the Council's Constitution  | Q1 onwards |    | The Council's Constitution continues to be reviewed and updated. The Scheme of Delegation and Operating Protocol for the Planning Committee has recently been revised and work is underway to update the Terms of Reference for the Standing Committees, in line with the new organisational structure.  |
| Support the Chairperson and Vice Chairperson in carrying out their role(s) as First Citizen(s)        | Q1 onwards |   | The chairperson and vice chairperson have a designated resource within the Council to support them in fulfilling their role(s) as First Citizen(s). The current Chairperson has hosted 11 civic receptions and attended 260 events.  |
| Continue to provide administrative and governance support to the Council's decision-making structures | Q1 onwards |  | The Council continues to organise and provide administrative and governance support to the monthly meetings of Council and its Standing Committees, as well as the quarterly meetings of the Audit Committee. Action sheets for each meeting are instrumental in monitoring and tracking progress against Council decisions.   |

| Measures of Success                                      |            |   |  |
|--|------------|---|--|
| Measure  | YTD Actual | Status  | Explanation  |
| Compliance with the statutory Duty of Improvement        | -          | -   | The annual S95 Report is scheduled to be issued by the Northern Ireland Audit Office in November 2018.   |
| Compliance with the statutory Duty of Community Planning | -          |  | The Council continues to comply with the statutory Duty of Community Planning.   |
| The number of events hosted on behalf of the Chairperson | 11         |  | Between June-September 2018, the Chairperson hosted 11 events across the District, including the UEFA Women's Futsal Tournament and the Newry City Athletic Football Club. |

|  |     |   |  |
|--|-----|---|--|
| The number of official events attended by the Chairperson/Vice Chairperson | 260 |  | Between June-September 2018, the Chairperson attended 260 events across the District, including the GI Jive Festival in Kilkeel and Shining Light Awards in Newry. |
|--|-----|---|--|

# Corporate Services

## Mid-Year Assessment Business Plan 2018-19



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

## Introduction




This report provides an overview of progress in delivering the Corporate Services Business Plan 2018-19 between April-September 2018, across the following service areas:

- Finance, including procurement
- Human Resources, including safeguarding
- Corporate Planning and Policy, including Communications and Marketing
- Administration, including legal services, compliance and registration services
- Information Technology
- Estates and Capital projects, including Health and Safety and Emergency Planning

The delivery of the Corporate Services Business Plan 2018-19 supports the achievement of all corporate priorities, particularly the following corporate priority, and performance has been tracked using the legend below.










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







## Legend









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




## Progress at a glance


|                               |   |
|-------------------------------|---|
| Administration                |  |
| Corporate Planning and Policy |  |
| Estates & Capital Projects    |  |
| Finance                       |  |
| Human Resources               |  |
| IT                            |  |





| Key Corporate Service Actions |  |          |   |  |
|-------------------------------|--|----------|---|--|
| Administration                | Supporting action  | When     | Status  | Progress   |
|                               | Undertake data audit to prepare for GDPR introduction  | May 2018 |    | Initial data audit completed in May 2018 by Crown.   |
|                               | Implement Data Audit Recommendations to ensure Council meets its obligations under GDPR                                      | Mar 2019 |    | Building on the Crown audit, a programme of work to measure GDPR compliance aligned to the Council's business planning framework is on track for achievement. Some recommendations will complete in quarter four whilst longer term targets will carry forward into 2019/20. |
|                               | Provide GDPR training for all staff and elected members  | Sep 2018 |    | Target not achieved by the deadline due to the absence of a compliance team during quarter two. Elected members training completed in April. All staff training to be provided in quarter four.  |
|                               | Undertake audit of records systems across Council  | Apr 2018 |    | Target not achieved by the deadline due to the absence of a compliance team during quarter two. A detailed audit of information is anticipated by 31 March 2019.   |
|                               | Commence annual Retention and Disposal Reviews across Council  | Sep 2018 |  | Target not achieved by the deadline due to the absence of a compliance team during quarter two. A detailed audit of information is anticipated by 31 March 2019. This will identify retention periods and disposal options.  |
|                               | Develop and implement a Corporate Records Management Policy  | Dec 2018 |  | Target not achieved by the deadline due to the absence of a compliance team during quarter two. A detailed audit of information is anticipated by 31 March 2019. This will help inform the policy.   |
|                               | Provide training for all staff and elected members   | Jan 2019 |  | Target not achieved by the deadline due to the absence of a compliance team during quarter two. A detailed audit of information is anticipated by 31 March 2019. Once the policy is developed, a training programme will follow.   |
|                               | Progress Business Review Model with view to having structure agreed and implementation commenced                             | Dec 2018 |  | A report on the proposed Business Support Model has been considered and endorsed by the Senior Management Team ("SMT"). TUS consultation to commence November 2018.  |
|                               | Review and revise policies relating to Freedom of Information, Data Protection and the Environmental Information Regulations | Jun 2018 |  | Target not achieved by the deadline due to the absence of a compliance team during quarter two. A detailed audit of information is anticipated by 31 March 2019. This will help inform a policy review to include the aforementioned.  |

|                               |   |           |   |   |
|-------------------------------|---|-----------|---|---|
|                               | Provide training for all staff and elected members  | Dec 2018  |    | Target not achieved by the deadline due to the absence of a compliance team during quarter two. Once the policies are developed, a training programme will follow.  |
| Corporate Planning and Policy | Progressing the inclusiveness of languages within Council through continued implementation of the Irish Language Strategy, together with: <ul style="list-style-type: none"> <li>- Developing an Irish Language Strategy for 2019-2023</li> <li>- Consideration of a Minority Languages Strategy</li> </ul> | Mar 2019  |    | Development of the revised Irish Language Strategy 2020-2023 is being realigned to the Council's Corporate Plan development timetable. The Irish Language Strategy Cross Party Working Group at its meeting 27 September 2018 was advised of this approach.   |
|                               |   | Dec 2018  |    | Councillors' Equality and Good Relations Reference Group, at its meeting on 3 October 2018, discussed the notice of motion agreed at Council meeting 5 June 2018. A report mapping Council's corporate approach to Language, Minorities and Diversity was also tabled for information and consideration.<br><br>A report outlining draft proposals on a minority communities financial assistance theme for 2019-2020 will be tabled for discussion at the meeting of the Reference Group on 9 November 2018. |
|                               | Commence development of Corporate Plan 2019-2023  | Sep 2018  |  | A timetable for the development of the Corporate Plan 2019-2023 has been developed across 3 Phases and Phase 1 - Residents Survey is currently being undertaken throughout the district.  |
| Estates and Capital Projects  | Develop and implement a standard approach to the governance and delivery of capital construction projects in accordance with Council Policies and best practice.  | July 2018 |  | Best practice guidelines have been developed and implemented within Estate and Capital Projects Department. Guidelines have been presented to CMT for comment and its intended to roll out to all departments in November 18  |
|                               | Deliver the Estates Asset strategy in accordance the Estates Asset Management Policy, ensuring: <ul style="list-style-type: none"> <li>- Completion of Estates mapping</li> </ul>   | Dec 2018  |  | Estates mapping exercise is well progressed and all building assets will be surveyed and provided in digital format by December 18.<br>Action plan for surplus land assets in Newry DEA has been completed and 9 assets placed on the D1 process.   |

|                 |   |          |   |  |
|-----------------|---|----------|---|--|
|                 | exercise<br><br>- Agreeing action plan for all surplus assets identified  | Mar 2019 |    | Downpatrick Land Assets presented to SPWG.<br>Mournes, Sleive Croob and Rowallane will be presented to SPWG in December 18   |
|                 | Review Council's Health and Safety Organisational Arrangements as aligned to Health and Safety risk areas.      | Dec 2018 |    | The review is on-going and an audit of Accident reporting and investigation has been completed. FRA audit is on-going. Risk profile of the council is being developed and will inform future strategy for H&S.   |
| Finance         | Continue to implement and monitor compliance with Procurement Policy and ensure staff are appropriately trained | Mar 2019 |    | Further training will be rolled out for December/January for all Officers involved with procurement. This training will be split into 5 specific areas and Officers will attend the appropriate course relevant to their specific requirements.  |
|                 | Review of current financial infrastructure and processes  | Aug 2018 |   | Restructure will not be completed until March 19   |
|                 | Complete Contracts Register and identify areas for efficiencies   | Oct 2018 |  | Contracts Register part completed. Work on-going.  |
| Human Resources | Organisation Design – Conclude processes for filling posts in the agreed new structures within organisation     | Dec 2018 |  | Progress delayed due to Trade Union Side withdrawing from the agreed process for filling posts.  |
|                 | Continue Terms & Conditions negotiations with TUS supported by financial position regarding affordability       | Dec 2018 |  | Approval given by Strategy, Policy & Resources Committee of 11 October 2018 to provide dedicated Finance, HR & Trade Union resource, to support a programme of work aimed initially Terms and Conditions of Employment, Administrative Business Support project, Neighbourhood Services Transformation.  |
|                 | Introduce revised procedures and other measures to effectively manage sickness absence within the organisation  | Aug 2018 |  | The Local Government Auditor report published on Tuesday 4 September 2018, noted the increase in sickness absence in this Council for 2015-16 compared to 2016-17, with NMDDC recording the second highest sickness absence of the 11 Councils in Northern Ireland. The suspension of the introduction of the new Managing Attendance Procedure intended to be |

|                        |  |                      |   |   |
|------------------------|--|----------------------|---|---|
|                        |  |                      |   | effective from 1 September 2018 will impact on the Council's ability as an employer to effectively manage increasing levels of sickness absence.  |
|                        | Continue review of Council's safeguarding organisational arrangements and update procedures with a focus on key risk areas.  | Mar 2019             |    | Delay in appointment of Safeguarding Coordinator by ABC has meant no dedicated resource available to take this work forward. New employee took up employment with ABC on Monday 5 October and started in NMDDC on Monday 12 October 2018  |
|                        | In conjunction with the Assistant Director: Community Planning and Performance, commence work to develop a performance culture for the organisation with a focus on development of staff and enhancing organisational performance.   | Mar 2019             |    | In light of the industrial relations issues, work in HR has continued to develop a performance culture through developing its emerging leaders.<br><br>Through assistance provided by the Local Government Training Group, significant investment has been made at 'Head of Service' level, with a number of post holders having commenced a Leadership programme at Queens University at the beginning of October entitled 'Emerging Leaders'. |
| Information Technology | Continued implementation of IT Strategy in accordance with timetable and budget, with a strategic focus on: <ul style="list-style-type: none"> <li>- stabilisation of the IT environment</li> <li>- transformation agenda – progressing key projects within the IT Strategy aimed at transforming and modernising services.</li> </ul> | Mar 2019<br>Mar 2019 |  | Implementation continuing as per original plan  |

| Measures of Success |   |   |   |                                  |
|---------------------|---|---|---|----------------------------------|
| Service Area        | Measure   | YTD Actual                                    | Status  | Explanation                      |
| Administration      | Increase % of responses to requests for information provided within statutory timeframe | 71% of responses meet the statutory timeframe |  | 245 met the timeframe out of 31. |

|                               |   |   |   |  |
|-------------------------------|---|---|---|--|
| Finance                       | Pay 90% of invoices to suppliers within 30 days   | 89% paid within 30 days   |    | 5243 paid within time  |
| IT                            | Reduce the number of IT critical failures/down days due to increased stability of system      | Not accurately measured   |    | The impact of critical failures has reduced.<br>The number of critical failures will reduce as users are migrated to the new IT arrangements   |
| HR                            | Overall reduction of year on year Sickness Absence  |   |    | Whilst there was a reduction in long term sickness absence during 17-18 compared to 16-17, short term sickness absence increased slightly.<br>There was an overall reduction in Average Days Lost per employee, year on year.<br>The number of employees with no absence increased year on year. |
| Corporate Planning and Policy | Increase Facebook and Twitter engagement rates through planned interest based scheduled posts | 11,000 followers on facebook<br><br>800 posts per annum<br><br>and these figures are increasing |  | Engagement rates on social media are increasing and this will be developed further over the coming months  |

# **NEWRY, MOURNE AND DOWN DISTRICT COUNCIL**

## **Minutes of the Local Development Plan Steering Group Meeting**

**8 May 2018 at 12 noon**

**In the Board Room, Monaghan Row, Newry**

### **Attendees:**

**Members:** Cllr G Craig (Chair)

Cllr M Ruane

Cllr D McAteer

Cllr M Savage

Cllr R Burgess

### **Officials:**

Mr L Hannaway Chief Executive

Mrs M Ward Director of Economic Regeneration & Tourism

Mr A McKay Chief Planning Officer

Mr A Hay Principal Planning Officer

Mr M McQuiston Senior Planning Officer

Mrs M McIlhone Business Support Manager (Secretariat)

**Apologies:** Cllrs M Larkin; W Clarke; M Murnin

### **1. Minutes of last meeting on 13 April 2018**

The minutes of the last meeting were agreed on the proposal of Cllr McAteer and seconded by Cllr Ruane.

### **2. Update on Preferred Options Paper (POP) and consultation arrangements**

Mrs Ward opened the meeting explaining that following Council approval of the POP on 1 May 2018, the purpose of this meeting was for the Steering Group to consider the consultation process and proposed launch date.

Mr Hay advised that a proposed programme (copy provided) for public engagement in line with the Statement of Community Involvement had been drawn up. This included 14 Drop in events across the district – 2 in each DEA, one session to be held in the afternoon and the other session in the evening. Mr Hay added that one of the events had been arranged for Ballynahinch for the Slieve Croob DEA, while Ballynahinch was not in Slieve Croob DEA, this was considered acceptable in terms of public accessibility.

The public consultation period will run from 1 June 2018 to 24 August 2018. Mr Hay stated that in addition to an advertisement appearing in the local papers weeks commencing 21st and 28<sup>th</sup> May 2018, a notification letter will also be distributed to all the various community groups and organisations as represented within each of the DEAs advising them of the consultation process and associated events. Similarly, letters will also be issued to those groups and organisations on the Community Planning and Strategic Stakeholder Forum.

In terms of engaging with other sectors of the community, in particular young people, notification letters will also be distributed through the Economic Forum, the Skills Forum and Youth Council.

There was discussion regarding consultations in schools and FE colleges and it was agreed that written communications would be best suitable at this stage of the Development Plan process, taking account also of the exam and holiday period for students. It was agreed that notification letters would be sent to the two FE colleges in the district (SERC and SRC) and to the School Principals for each of the secondary schools within the district.

The Chair thanked Mr Hay and stated that it appears that a good spread of events and opportunities for engagement is being provided.

Cllr McAteer asked about engagement with rural society. Mrs Ward agreed that we would look at the databases available to ensure this group of citizens were included in the public engagement process.

The Chair enquired if there will be a summary sheet containing the various options in the POP. Mr Hay advised that a Questionnaire Response Form will be made available which sets out the Key Issues and options to encourage people to consider the issues and provide feedback and comment.

The Chair asked the meeting if members were happy with the proposed format for public engagement and that a finalised date would be arranged for the launch. Mr Hannaway advised that this had been approved by Council.

**Agreed: All present agreed with the proposed programme for consultation.**

### **3. Date of Next meeting**

A date for the next meeting will be arranged – to be held in Downpatrick.

**NEWRY, MOURNE AND DOWN COMMUNITY PLANNING  
STRATEGIC PARTNERSHIP BOARD**

**DRAFT Minutes of the Community Planning Strategic Partnership Board  
Meeting of Newry, Mourne and Down held in Conference Room,  
Invest NI, Newry 23 October 2018 at 2:00pm**

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**In attendance:**

Councillor Mark Murnin, Chairperson, Newry, Mourne & Down District Council (Board Chairperson)  
 Louise McMahon, Health and Social Care Board (HSCB)  
 Roisin Coulter, South Eastern Health & Social Care Trust  
 Barry Jordan, Department of Education (DE)  
 Councillor Harry Harvey, Newry, Mourne and Down District Council  
 Sam Ballard, Police Service Northern Ireland (PSNI)  
 David Vint, Southern Regional College (SRC)  
 Adrienne Adair, Libraries NI  
 Councillor William Clarke, Newry, Mourne and Down District Council  
 Loma Wilson, Northern Ireland Housing Executive (NIHE)  
 Mark Bleakney, Invest NI  
 Jerome Burns, Department of Agriculture, Environment & Rural Affairs (DAERA)  
 Celia Chambers, Department for Infrastructure (DfI)  
 Rosemarie McDonnell, Citizens Advice Bureau (CAB)  
 Nicholas McCrickard, County Down Rural Community Network (CDRCN)  
 Melanie McClements, Southern Health and Social Care Trust (SHSCT)  
 Nichola Creagh, Department for Communities (DfC)

**Council Officials in attendance:**

Liam Hannaway, Chief Executive, Newry Mourne and Down District Council  
 Johnny McBride, Assistant Director Community Planning & Performance  
 David Patterson, Head of Community Planning  
 Lauren McMenamy, Partner Development Officer

**Also in attendance:** Mona Conway, Northern Ireland Housing Executive (NIHE)

## 1. Welcome, Apologies and Chairperson's Remarks

The Chairperson, Councillor M Murnin, welcomed everyone to the Meeting.

Apologies were received from Councillor Terry Hearty, Mr Roger Sayers (EA), Mr Ed McClean (PHA), Mr L Crawford (NIF&RS) & Mr Alan Curran (Sport NI)

The Chairperson thanked Invest NI for hosting the Meeting.

## 2. Agree Minutes from the previous Meeting held on the 27 June 2017

**AGREED:** On the PROPOSAL of Mr J Burns (DAERA) and SECONDED by Mr M Bleakney (Invest NI) the Minutes of the Community Planning Strategic Partnership Board Meeting held on 19 June 2018 were agreed.

### 2.1 Matters Arising

There were no matters arising.

## 3. Newry, Mourne and Down Housing Investment Plan

Presentation: Housing Investment Plan, Mona Conway Northern Ireland Housing Executive

Ms Conway provided the Board with a presentation on the Housing Investment Plan and their links to the Community Plan. The following key points were highlighted:

- Purpose of the Housing Investment plan – statutory requirements and maximising the opportunities presented by Community planning
- Overview of plan which is a 4 year plan which will be updated in 2019 and will reflect Community Planning priorities
- Contains 5 themes and actions within which are measured on a yearly basis
- The main issues in Newry Mourne and Down are - ageing population, total housing stock, waiting lists, homelessness and social housing allocations.
- A number of actions have been completed to address these issues but there is still a gap in provision
- NIHE are working with partners to alleviate some of these issues, in particular around asset mapping and by providing an evidence base for outcomes/actions in Community Plans.

The following points were raised during the Board's discussions:

- A review of land and property assets is needed by all Partners to support the better use of available land and to support addressing local housing issues

- Social Housing need is greatest in areas such as Newry City (730), Newcastle, Warrenpoint (200) There is a need for approximately 400 social houses per year however only 350 are planned for the next 5 years.
- Barriers include Housing Associations unable to close deals on land e.g. they have secured sites but landowners are not supportive of social housing
- NIHE would like to explore mixed tenure developments
- Funding is available for development if land can be secured.

**NOTED:      Housing Investment Plan, Mona Conway Northern Ireland Housing Executive**

#### **4.      Thematic Delivery Plans Update Report**

Read:            Report by Mr D Patterson, Head of Community Planning (NMDDC), regarding an update on the Thematic Delivery Plans

Mr D Patterson provided the Board with a summary of progress made in relation to the implementation of the Thematic Delivery Plans and the Community / Voluntary Sector Strategic Stakeholder Forum.

The following progress was highlighted:

##### Health & Wellbeing

- Addictions - baseline report for the District has been presented to the Group. Important that links are established with work proposed to be undertaken by the Policing and Community Safety Partnership (PCSP).
- Mental Health & Emotional Wellbeing Survey (PHA) – no further update since last reporting period. Expected that regional survey will be completed next year across all Council areas.
- Mental Health & Student Support (SERC) – initial workshop hosted by SERC with further discussion and meetings required. Mr P Walsh (SERC) leading on this.
- Healthier Eating (SH&SCT) – a requirement exists to map all related services across the District.
- Community Response (NIAS) all registered defibrillators have been mapped in the District and published on the NIAS website. Consideration now needs to be given to communication to the general public and how list maintained.

##### Economic Development, Regeneration & Tourism

- Skills Forum – currently working with local businesses, schools & both Regional Colleges on the identification of future needs

## Environment & Spatial Development

- Sustainability – an external review of the current plan has been completed by Sustainability NI.
- Local Green New Deal – recommendation this is removed from the current plan as more work is required to define specific scope, as well as potential resourcing implications.
- Broadband - The Council is currently leading on a NI funding bid to the (UK) Department for Digital, Culture, Media & Sport (DCMS) for funding to support an extension of the Local Full Fibre Network.

## Strategic Stakeholder Forum

- Social Prescribing – the Forum had recently been exploring where the community / voluntary sector could perform a leading role in connecting local communities to local social prescribing initiatives in health and wellbeing.

During the discussion, which followed, the Board expressed the need for Partners to work more collaboratively together on shared priorities and to focus on actions, which are transformative, innovative and additional.

There was also detailed discussion on the need for a more strategic and joined-up approach to resolving mental health issues across the entire District. It was proposed to establish a multi-agency workshop for the purposes of further exploring this issue

**NOTED:** Report by Mr D Patterson, Head of Community Planning (NMDDC), regarding an update to Thematic Delivery Plans

**AGREED:** On the PROPOSAL of Ms M McClements (SH&SCT), **SECONDED** by Ms R McDonnell (CAB) it was agreed to accept the recommendation to remove the action referring to a Local Green New Deal and to establish a multi-agency workshop, for the purposes of exploring a much more strategic and joined-up approach to mental health. To be jointly organised by both H&SC Trusts, with all relevant Partners invited.

## **5. Review of Community Planning Governance Arrangements**

**Read:** Report by Mr J McBride, Assistant Director of Community Planning & Performance (NMDDC), regarding a proposed review of Community Planning Governance arrangements.

Mr McBride sought agreement from the Board to review the current Community Planning structures. He advised a review was needed due to the following issues:

- Purpose & accountability – a general lack of consensus among Partners as to the primary purpose and remit of the Thematic delivery groups, as well as issues relating to decision-making ability and accountability.

- Duplication and disconnection – the fact that other established partnerships may be better placed to support the delivery of the Plan's outcomes and an increasing need to establish more formal connections between these and the Board.
- Representation and attendance – all structures had experienced varying degrees of attendance, coupled with a general lack of continuity of representation and the subsequent ownership of actions.

Mr McBride advised that he would like to present a new structure to the Board at its meeting in January 2019, and that any new structure may want to consider fewer more collaborative actions; a focus on the cross-cutting issues; and improving the links between already established partnerships. In preparing a new structure, Mr McBride committed to working with Partners concerning its design.

**AGREED: On the PROPOSAL of Councillor W Clarke (NMDDC), SECONDED by Ms R McDonnell (CAB) it was agreed to accept the recommendations and undertake a review of the Community Planning Governance Arrangements.**

**6. Transforming Health, Preventing Disease proposal in Newry, Mourne and Down.**

Read: Report by Mr J McBride, Assistant Director of Community Planning and Performance on Supporting the Transforming Health, Preventing Disease proposal in Newry, Mourne and Down.

Mr McBride provided the Board with the outline of a joint proposal between the South Eastern and Southern Health and Social Care Trusts and Newry Mourne and Down District Council to work together through Community Planning to test a transformative approach to improve health and wellbeing in the District. He advised it was anticipated this would involve submitting an application for funding to the Department of Health (NI) Transformation Fund.

The proposal would consider the development of a broad range of sustainable physical activity programmes and mental health courses in local green spaces that at risk individuals could access or use. This would be supported by the establishment of a new referral arrangement, which will build on the success of existing health and social care, as well as community / voluntary sector referral sources to provide a "one stop shop" for patient referrals and access to local green space.

**AGREED: On the PROPOSAL of Mr Barry (DE) and SECONDED by Ms L Wilson (NIHE) it was agreed to support the proposal and any application to the Department of Health for funding.**

## 7. Mapping of Public Sector Assets

Read: Report by J McBride, Assistant Director of Community Planning and Performance (NMDDC) on the Mapping of Public Sector Assets

Mr McBride provided the Board with an update on the progress made in relation to the mapping of partner land and property assets, as well as Board direction on the next steps.

The following key points were raised in terms of what the project could enable and its current status:

- The maximisation of existing estate through enabling greater sharing and better understanding between partners
- The integrated asset mapping system be developed to allow partners to readily view each other's land and property holdings and provide the basis for a more integrated approach to asset management and capital investment.
- Large amounts of data had already been sourced, some of which needed further validation by Partners.

Mr McBride suggested to the Board it may wish to consider establishing a task and finish group, comprised of Partners' capital projects / estates management representatives, to complete the data collection / validation process and to recommend a way forward for information sharing concerning the future use of assets.

**AGREED:** On the PROPOSAL of Mr D Vint (SRC) and SECONDED by Ms R Coulter (SEH&SCT) it was agreed that a task and finish group be set up to complete the data collection/validation process. All Partners to provide Alan Beggs (NMDDC) with the names of their proposed representatives.

## 8. Community Planning Newsletter

Read: Community Planning Newsletter read by Mr D Patterson, Head of Community Planning

Mr Patterson sought approval from the Board to the publication of the proposed first issue of the Board's Community Planning newsletter.

He further advised that the second issue would focus on the Board's Participatory Budgeting pilots and for future issues, requested that all Partners contact him with potential articles for inclusion.

**AGREED:** On the PROPOSAL of Councillor H Harvey (NMDDC) and SECONDED by Mr N McCrickard, it was agreed to the publication of the proposed issue and for Partners to submit relevant articles for future issues etc.

## **9. Preparations for the Monitoring and Review of the Community Plan**

Read: Report by Mr J Mc Bride, Assistant Director of Community Planning and Performance (NMDDC) on the monitoring and review of the Community Plan

Mr McBride provided the Board with an update on the Department for Communities (DfC) proposed guidance for the monitoring and review of Community Plans. He also sought Board approval to a proposed approach and timetable of activity that would enable the future performance management of the Plan outcomes.

**AGREED: On the PROPOSAL of Councillor W Clarke (NMDDC) and SECONDED by Ms L McMahon (HSCB) the proposed approach and timetable was agreed**

## **10. Schedule of Meetings for 2019**

A schedule of Meetings were AGREED as follows:

- Tuesday 29 January 2019 at 2pm in DAERA Offices, Newry
- Tuesday 18 June 2019 at 2pm in the Ballymote Centre, Downpatrick
- Tuesday 22 October 2019 at 2pm in the Southern Regional College, Newry

## **11. Participatory Budgeting pilot project update**

Read: Report by Mr D Patterson, Head of Community Planning (NMDDC) on the Participatory Budgeting Pilot projects update

Mr Patterson updated the board on the progress of the two Participatory Budgeting Pilots named "Communities Leading Change". He thanked those Partners who had contributed to the funding and organisation of both pilots.

The following key points were highlighted:

- The first of the two pilots had been held in the Mourne District Electoral Area. It was aimed at supporting the addressing of Rural isolation, Mental health and Emotional Wellbeing, and Improving the area.
- 70 plus attended from the wider community to vote on their favourite projects
- A total of nine groups had pitched for funding, of which six projects were successful in receiving £500 each.
- The three groups, which did not receive funding on the night, were now being helped by the Big Lottery Fund concerning accessing other funding streams.
- A second pilot is a District-wide event aimed at benefitting young people in the area. This will feature an online element for voting. A total of 22 applications have been submitted to-date and if all participate, it is anticipated that upwards of 14-16 groups will receive funding.

## **12. Belfast City Region Deal**

Read: Verbal update from Mr L Hannaway, CEO (NMDDC) on the Belfast City Region deal

Mr Hannaway (NMDDC) provided the Board with an update on recent progress in relation to the Belfast City Region Deal.

Mr Vint (SRC) asked the Board to note that the Regional Colleges have now become hubs for specialised subjects. The list is as follows: \*\* Check \*\*

- Belfast Met - Digital Technology
- South Eastern – Construction
- Southern – Health & Life Sciences
- South West – Science, Technology and Engineering
- Northern – Entrepreneurship
- North West – Health and Social Care

**NOTED: Belfast City Region Deal**

## **13. Newry, Mourne and Down DC Residents' Survey Update**

Read: Report by Mr J McBride, Assistant Director of Community Planning and Performance (NMDDC) on the Resident's Survey

Mr McBride updated the Board on the status of the residents' survey which had been commissioned by the Council but which also involved the participation of some local Community Planning Partners. Mr McBride further advised he results of the survey would be presented to the Board in January 2019.

**NOTED: Newry, Mourne and Down Resident's Survey Update**

There being no further business, the meeting finished at 4:15pm