

September 17th, 2020

Notice Of Meeting

You are invited to attend the Strategy Policy and Resources Committee Meeting to be held on **Thursday, 17th September 2020 at 6:00 pm in Microsoft Teams (Hybrid).**

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

Chair: Councillor G Sharvin

Vice Chair: Councillor O Hanlon

Members: Councillor P Brown

Councillor P Byrne

Councillor S Doran

Councillor C Enright

Councillor H Gallagher

Councillor R Howell

Councillor A Lewis

Councillor H McKee

Councillor O Magennis

Councillor D Murphy

Councillor B Ó Muirí

Councillor M Savage


Councillor W Walker

Agenda

1.0 Apologies & Chairperson's Remarks

2.0 Declarations of Interest

3.0 Action Sheet arising from SPR Committee Meeting held on Thursday 13 August 2020 & Tuesday 18 August 2020

 *SPR-Action Sheet arising from 13 August 2020.pdf* *Page 1*

 *SPR-Action Sheet arising from 18 August 2020.pdf* *Page 6*

 *Letter to Minister Chuilin DfC - 20.8.20.pdf* *Page 10*

4.0 Albert Basin - Presentation

See Item 21 for Appendix 1 which is in Closed Session

 *Presentation to Strategy Policy Resources Committee 17 Sept 2020.pdf* *Page 11*

 *Albert Basin Park - Consultation - Report to SPRC 17092020.pdf* *Page 25*

Corporate Services

5.0 Assessment of Performance 2019-20

 *SPR Cover Report Assessment of Performance 2019-20.pdf* *Page 28*

 *Appendix 1 Assessment of Performance 2019-20.pdf* *Page 32*

6.0 Performance Audit and Assessments Progress Report – Implementation of the ‘Proposals for Improvement’ 2019-20

 *SPR Cover Report NIAO Proposals for Improvement Progress Report.pdf* *Page 116*

 *Appendix 1 NIAO Proposals for Improvement Progress Report.pdf* *Page 119*

7.0 Assessment and Update of Emergency Business Plans

 *SPR Cover Report Emergency Business Plans.pdf* *Page 129*

 *Appendix 1 Business Planning and Performance Management Cycle.pdf* *Page 134*

 *Appendix 2 Performance Improvement in Local Government 202021.pdf* *Page 135*

8.0 Consultation on the Code of Conduct for Local Government Employees

Corporate Planning and Policy

9.0 Presentation of 2021 Annual Report/NMD Connect

Democratic Services

10.0 Membership of Party Representatives Forum

For Noting

11.0 Action Sheet for Albert Basin Task and Finish Working Group Meeting – 20 August 2020

12.0 Action Sheet for Strategic Finance Working Group - 10 September 2020

13.0 Sickness Absence – 3-year review

14.0 Director Recruitment

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

 **Director Recruitment SPRC 170920.pdf**

Not included

15.0 Encroachment on Council lands at Circular Road, Castlewellan

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

 **17 Sep 2020 - Encroachment at Circular Road Downpatrick.pdf**

Not included

 **17 Sep 2020 - Appendix 1 - Encroachment at Circular Road Downpatrick.pdf**

Not included

16.0 Lands at Windmill Business Park, Saintfield - (Deferred)

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

17.0 Shimna Flood Alleviation Scheme

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

 **17 Sep 2020 - Shimna Flood Alleviation scheme.pdf**

Not included

 **DFI Agreement.pdf**

Not included

 **Shimna FAS Display Drawing - 10.09.2020.pdf**

Not included

 **sk05 -1012 - Tullybranigan River temporary works.pdf**

Not included

18.0 Tourism Service Level Agreements

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

 **17 Sept 2020 - Tourism SLAs.pdf**

Not included

19.0 Reopening Museums

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

 **17 Sept 2020 - Museum reopening.pdf**

Not included

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

20.0 Chief Executive Appraisal 2019-2020

 **Chief Executive Appraisal SPRC 170920.pdf**

Not included

21.0 Refers to Item 4 on Agenda

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

 **Albert Basin 15 Acre City Park - Final Draft Report 18 August 2020.pdf**

Not included

Invitees

Cllr Terry Andrews

Mr Alan Beggs

Ms Kate Bingham

Cllr Patrick Brown

Cllr Robert Burgess

Cllr Pete Byrne

Mr Gerard Byrne

Mrs Dorinnia Carville

Cllr charlie casey

Cllr William Clarke

Cllr Dermot Curran

Cllr Laura Devlin

Mr Eoin Devlin

Ms Louise Dillon

Cllr Sean Doran

Cllr Cadogan Enright

Cllr Aoife Finnegan

Cllr Hugh Gallagher

Cllr Mark Gibbons

Cllr Oonagh Hanlon

Cllr Glyn Hanna

Cllr Valerie Harte

Mrs Janine Hillen

Cllr Roisin Howell

Mr Colum Jackson

Miss Veronica Keegan

Mrs Sheila Kieran

Cllr Mickey Larkin

Cllr Alan Lewis

Mr Michael Lipsett

Mrs Regina Mackin

Cllr Oonagh Magennis

Mr Conor Mallon

Cllr Gavin Malone

Cllr Cathy Mason

Mr Johnny Mc Bride

Colette McAteer

Cllr Declan McAteer

Cllr Leeanne McEvoy

Jonathan McGilly

Cllr Harold McKee

Patricia McKeever

Cllr Karen McKevitt
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Cllr Andrew McMurray
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Catrina Miskelly
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Mr Colin Moffett
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Mr Ken Montgomery
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Mr Roland Moore
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Cllr Roisin Mulgrew
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Cllr Declan Murphy
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Cllr Barra Ó Muirí
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Mr Fearghal O'Connor
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Linda O'Hare
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Cllr Gerry O'Hare
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Cllr Kathryn Owen
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Mr Andy Patterson
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Colin Quinn
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Cllr Henry Reilly
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Ms Alison Robb
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Cllr Michael Ruane
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Cllr Michael Savage
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Mr Kevin Scullion
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Cllr Gareth Sharvin
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Donna Starkey
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Cllr Gary Stokes
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Sarah Taggart
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Paul Tamati
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Cllr David Taylor
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Cllr Jarlath Tinnelly
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Cllr John Trainor
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Cllr William Walker
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Mrs Marie Ward
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ACTION SHEET – SPECIAL STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 13 AUGUST 2020

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/90/2020	Notice of Motion referred from Council Meeting held on 6 July 2020 – Cllr Malone	<p>The following was agreed:</p> <p>Council recognises that society has changed fundamentally since the start of the Covid- 19 Pandemic and acknowledges the economic challenges our citizens, businesses and ratepayers face in the coming months and years and recognises the need for Council to re-evaluate our capital expenditure priorities. This Council agrees to await the Consultants' Report on the proposed Newry Civic Centre which is to be presented to Council in September 2020; agrees not to go to tender or submit a planning application on this scheme until this report is re-evaluated by Council and the recommendations of that re-evaluation are put to an extensive public consultation.</p> <p>Mr Mallon would circulate the timetable of stakeholder engagement to all Members for their information.</p>	<p>D Carville</p> <p>C Mallon</p>	<p>Agreed</p> <p>Completed</p>	<p>Y</p> <p>Y</p>
SPR/91/2020	Consultation on the Code of Conduct for Local Government Employees	<p>The following was agreed:</p> <ul style="list-style-type: none"> to include the issues highlighted by Members and that an updated response be brought back to the Committee in September. 	C Miskelly	Noted	Y
SPR/92/2020	Domestic Abuse and Sexual Violence Policy	It was agreed to adopt and introduce the new Domestic Abuse and Sexual Violence Policy and to include the list of names and numbers of trusted colleagues on the dedicated page on the website.	C Miskelly	Noted	Y

		<p>ed to that Council renew its commitment to Safe Place through Council, supporting the principle that Domestic Abuse and Sexual Violence was unacceptable behaviour and everyone had the right to live free from fear and abuse.</p> <p>To agree the designation of specific Council facilities outlined in Appendix 2 of the officer's report, as specified Safe Place locations for anyone affected by Domestic Abuse. This would ensure the appropriate facilities offer the necessary support for all customers and staff, mitigating any risk to Council and incorporate rural needs.</p> <p>Training to be provided to staff in supporting and signposting anyone wishing to avail of the designated 'Safe Place' NMDDC facilities. This would ensure staff at the relevant 'Safe Place' facilities were appropriately skilled to offer the necessary support for all customers and staff, mitigating any risk to Council.</p> <p>Training to be provided for staff (Managers and HR or other relevant staff) to ensure they had the necessary skills to support employees who were subject to Domestic Abuse (directly and indirectly) through application of the NMDDC Domestic Abuse & Sexual Violence Policy.</p>	C Miskelly	Noted	
<u>ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2014</u>					
SPR/94/2020	Appendix 3 in relation to Item 4 (SPR/90/2020)	Duly Noted	D Carville	Noted	Y
SPR/95/2020	Management Accounts to 31 March 2020	It was agreed to note the contents of the report.	D Carville/ K Montgomery	Noted	Y
SPR/96/2020	Update on Council Finances	It was agreed to note the contents of the report.	D Carville	Noted	Y
SPR/97/2020	Management Accounts to 30 June 2020	It was agreed to note the contents of the report.	D Carville	Noted	Y

	Phase 2	<ol style="list-style-type: none"> 1. That Indoor Leisure Reopens with an estimated additional financial impact as outlined in the officer's report. 2. Swimming Pools reopen on a restricted programme from the 17th August 2020 with clubs and lane swimming provided from this date and recreational swim sessions from the 22nd August 2020 3. Sports hall and court bookings remain restricted to clubs and non-contact sports with a minimum 2 metre social distancing rule until 7th September 2020 and subject to guidance. 4. Newcastle Centre and Ballymote remain closed until further notice with the exception of key statutory bodies and child care providers and who will be granted restricted access subject to satisfactory COVID-19 compliance measures being in place. 5. St Colman's Track and 3G Pitch remains open on restricted opening hours and commences with casual bookings for the athletics track in line and subject to guidance and best practice. 6. All sites close for the bank holiday on the 31st August 2020. 			
SPR/99/2020	Reopening of Community Facilities	<p>That members agree the Draft Reopening Procedures as detailed in Appendix 1 of the officer's report:</p> <ul style="list-style-type: none"> • To agree the Draft Community Centre Re-opening plan as detailed in Appendix 2 of the officer's report. • To agree to the proposed Centre Restrictions detailed in section 2.2 and the Budget implications in section 4.1 of the officer's report. • To agree to carrying out a consultation exercise with volunteers managing Council owned community centres in advance of reopening. 	M Lipsett	Noted	Y

1. To note the content of the officer's report and Appendices A – D.
2. To remove two assets from the Surplus Asset listing and retain for Council, namely:
 - Jonesborough Playing Field (new site) Regina Park, Jonesborough
 - Former refuse site at Courtney Hill, Ballinacraig, Newry
3. To release two assets deemed surplus for open market sale, namely:
 - Land at No.13 and No.15 The Square (Steel Structure) Ballynahinch
 - Former Kearns and Murtagh Yard, 60 Cecil St., Newry
4. To permit an additional period of six months for submission of a developed business case from one party interested in securing a surplus asset, namely:
 - Kilkeel Town Hall - from KDA/DTNI. During this period, assess the updated Questionnaire from KDA.
5. To permit an additional period of six months to one interested party, to secure their internal business case approval, to enable them proceed with the acquisition a surplus asset, namely:
 - Former Newry Sports Centre Site – from SRC. During this period, pursue the possibility of entering into a legal agreement between NMDDC and SRC regarding maintenance and running costs.
6. To consider business cases, through the AHC Committee, from two parties interested in securing our surplus assets, namely:
 - Former household recycling centre site, Chapel Rd. Newry (Moorhill) - from Mountaineering Ireland.
 - Derryleckagh New Lands, Newry - from Newry Rugby Club.
7. To consider a business case, through the ERT Committee, from an organisation interested in securing a surplus asset, namely:
 - McClelland Park / former PSNI Land at Corry Square, Newry – from Matt D'Arcy & Co. Ltd.

SPR/101/2020	Planned Leave Policy	That members approve the Planned Leave Policy as included within Appendix 1 of the officer's report.	C Miskelly	Noted	Y
SPR/102/2020	DLC, NLC – Update to SPR Committee	That members approve the recommendation's outlined in the officer's report in relation to proceedings.	C Quinn	Noted	Y
SPR/103/2020	Efficiency Working Group Actions sheets of 15 June 2020, 23 June 2020, 27 July 2020 and 3 August 2020.	It was agreed to note the Action sheets	D Carville	Noted	Y

END

ACTION SHEET – SPECIAL STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – T U E S D A Y 18 AUGUST 2020

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/106/2020	Revision of Efficiency Working Group	It was agreed that members approve the following recommendations: 1. The EWG be reconstituted and renamed as the Strategic Finance Working Group (SFWG), with the Terms of Reference for the Group to be determined by the SFWG and agreed by SP&R Committee. 2. Membership of the group be agreed as 2 Sinn Fein, 2 SDLP, 1 UUP, 1 DUP and 1 Alliance/ Independent, with the Chair agreed annually from within the membership. 3. The Neighbourhood Services Transformation Group be stood down, with the SFWG taking on the role performed by this group.	D Carville	Noted	Y
		It was agreed that nominees for the Strategic Finance Working Group be submitted to Democratic Services as soon as possible.	D Services	Agreed	Y
SPR/107/2020	Draft Disability Action Plan 2020-2023 & Draft Equality Action Plan 2020-2023	It was agreed that Members approve the draft Disability Action Plan 2020-2023 & draft Equality Action Plan 2020-2023. It was agreed that officers would bring an update to Committee regarding Diversity Champions.	R Mackin	Approved	Y
SPR/107/2020	Special Responsibility	It was agreed that Members agree the outstanding SRA Be allocated among those other positions which receive SRA payments and that this is backdated to 1 June 2020.	S Taggart	Agreed	Y

SPR/108/2020	Conditions of hire policy	It was agreed to approve the new Conditions of Hire Policy for implementation across all Council Facilities as relevant.	A Patterson	Approved	Y
SPR/109/2020	Minutes of Newry City Centre Regeneration Programme Board Meeting on 5 May 2020 & 21 May 2020	The Minutes of Newry City Centre Regeneration Programme Board Meeting on 5 May 2020 & 21 May 2020 were duly noted.	D Carville	Noted	Y
SPR/110/2020	Communications and Marketing activities in response to COVID-19 (April – June 2020)	It was agreed to note the contents of the report.	R Mackin	Noted	Y
SPR/111/2020	Statutory Reporting – Section 75 Policy Screening Report – Quarterly Report for period April – June 2020	It was agreed to note the contents of the report.	R Mackin	Noted	Y
SPR/112/2020	Newry Mourne and Down District Council Policy Development Framework: A Corporate guide to Policy Development	It was agreed to note the contents of the report.	R Mackin	Noted	Y
ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2014					

SPR/113/2020	Proposed lease of lands at Kilbroney, Rostrevor	It was agreed that Elected Members agree to accede to the Centre's request and agree to Lease the lands for 20 years at a peppercorn rent, subject to the Centre discharging Council's valuation and legal fees and also subject to updated Departmental consent.	F O'Connor	Agreed	Y
SPR/114/2020	Request to surrender lease in respect of Units 1 & 8 McGrath House, Margaret Street, Newry	It was agreed that Elected Members agree to accede to Mr McAteer's request and agree to surrender the Lease without penalty, subject to Mr McAteer paying all rent (save for April and May) until the date of the surrender and reinstating the Premises in accordance with the terms of the lease.	F O'Connor	Agreed	Y
SPR/115/2020	Resources required for implementation of NI Protocol for EU exit	<p>It was agreed that Elected Members agree to approve the following recommendations: 7</p> <ul style="list-style-type: none"> • 3.5 FTE EHOs are recruited as detailed in the officers report • Once further work is completed on establishing shift patterns and cover required, further EHO and supervisory roles may be recruited to meet the demands of the new service. • A new temporary Senior/Lead EHO post is created from within existing staff to allow this work and that relating to Export controls and Approved premises to be managed • To ensure adequate cover is available, all EHOs should be offered the opportunity to volunteer, through an Expression of Interest, to work shifts at the BCP, on completion of the required training programme. 	E Devlin	Approved	Y

SPR116/2020	St Patrick's Day Events Cost	It was agreed that Council pays invoices to specified suppliers totalling £58,300 in relation to outstanding payments for St Patrick's Day 2020 Event costs and a claim is submitted to the Executive Office in relation to eligible costs.	A Patterson	Agreed	Y
SPR/117/2020	Re-Opening Museums	It was agreed that the Council's two museums remain closed and an assessment is undertaken again in September 2020 to consider reopening the museums.	A Patterson	Agreed	Y
SPR/118/2020	Mournes Gateway Project – Belfast Region City Deal Outline Business Case	It was agreed to progress the Outline Business Case (OBC) for the Mournes Gateway Project for submission to the next stage of consideration in the Belfast Region City Deal Programme.	A Patterson	Agreed	Y
SPR/119/2020	Tendor for the Council's Statutory Advertising	It was agreed to proceed with Option 2 as detailed in the Business Case, namely to issue a tender for Council's statutory advertising.	R Mackin	Agreed	Y
SPR/120/2020	Newry Leisure Centre – HITT Café License Agreement	It was agreed to note the contents of the officer's report.	M Lipsett	Noted	Y

Marie Ward
Chief Executive



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

10

20 August 2020

Carál Ni Chuilin, Minister
Department for Communities
The Lighthouse Building
Belfast, BT7 2JB

Dear Minister Chuilin

Re: Regeneration Bill

As you will be aware the Regeneration Bill and its proposal to transfer powers for Regeneration to Local Authorities was a significant part of the work and discussions as part of RPA process in 2015. At that time a lot of work was completed on this work strand in preparation for the transfer and Councils were very disappointed when the Regeneration Bill was not approved.

In the intervening years Councils continued to work closely with your Department at all levels to bring forward regeneration proposals. In the Newry Mourne and Down area a range of initiatives have been planned and implemented from public realm, revitalisation schemes to developing new innovative sub regional regeneration projects focussing on significant derelict and gap site to the Belfast Regional City Deal proposals.

There is no doubt that the close working relationships developed between this Council and DfC have ensured an array of innovative projects have been developed and implemented and an ambitious regeneration strategy is in place that aims to ensure the continued development of the region remains a priority for many years ahead.

With this in mind, Council would like to explore if there are any Plans to revisit the Regeneration Bill, Council have demonstrated clearly that we have the capacity and resource to plan and implement effective regeneration plans and strategies given our local knowledge, and networks to ensure stakeholder buy in and support.

Given the challenges to our Economy as a result of Covid 19 and the impending final Brexit deal, Council are best placed to understand these challenges and plan suitable strategies to support our economy moving forward. With this in mind, Council would be keen to explore this matter further and discuss how this could be moved forward.

I look forward to hearing from you

Regards,

Marie Ward
Chief Executive

**Oifig an Iúir
Newry Office**
O'Hagan House
Monaghan Row
Newry BT35 8DJ

**Oifig Dhún Pádraig
Downpatrick Office**
Downshire Civic Centre
Downshire Estate, Ardglass Road
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**Ag freastal ar an Dún
agus Ard Mhacha Theas**
**Serving Down
and South Armagh**

ALBERT BASIN 15 ACRE CITY PARK PUBLIC CONSULTATION EXERCISE

PRESENTATION TO STRATEGY, POLICY & RESOURCES COMMITTEE

THURSDAY 17 SEPTEMBER 2020

TONY MORRISON & ALISON KEENAN

OTIUM LEISURE CONSULTANCY





- TERMS OF REFERENCE FOR CONSULTATION
- PUBLIC CONSULTATION PROCESS
- SUMMARY OF FINDINGS
 - KEY COMPONENTS
 - KEY OPPORTUNITIES
 - KEY CHALLENGES
- CONSIDERATIONS AND CONCLUSIONS

TERMS OF REFERENCE

Identify the requirements of an initial concept design
for a proposed 15 acre city park

- COUNCIL VISION:

To regenerate Newry city centre, providing a world class city park attracting investment and promoting tourism, creating jobs and sustaining our environment

CONSULTATION PROCESS

- WORKSHOP WITH STAKEHOLDER FORUM
- ONLINE SURVEY – 6 WEEKS; 546 RESPONSES
- 10 ONLINE WORKSHOPS – 74 REGISTRATIONS; 48 ATTENDEES
- CHILDREN AND YOUNG PEOPLE DESIGN CHALLENGE
- KEY STAKEHOLDER INTERVIEWS

SUMMARY OF FINDINGS

- IMPORTANCE OF GREEN SPACE AND PATHS AND TRAILS (WALKING, CYCLING AND RUNNING)
- FLEXIBLE OPEN SPACE WITH LIMITED FIXED INFRASTRUCTURE
- VALUE OF AMENITIES SUCH AS SEATING, TOILETS, REFRESHMENTS
- USE OF/ACCESS TO THE WATER AS AN INTEGRAL ELEMENT OF THE PARK
- IMPORTANCE OF CONNECTIVITY
- THE DOG DILEMMA

play park wide oasis sports exciting Large open spaced people car free Modern Badly needed
 Active exercise Picturesque needed Green open Green open space natural
 range activities Open space plenty friendly green lung Community Tranquil
 space Skate park nature sit trees quiet welcoming somewhere
 Open everyone beautiful facilities green space dogs
 Spacious Necessary relaxing Central Park Green full
 Accessible amazing Safe Newry peaceful water
 area place clean child friendly Vibrant Big Inclusive Play area fun
 plants city Good park enjoyable Family Lush green Scenic Diverse Essential grass
 World class Biodiverse haven Great clean safe environmentally Family friendly inviting
 calm Innovative escape walks lots free

KEY COMPONENTS

- INCLUSION OF GREEN SPACE, PLANTING AND WOODLAND OF PRIMARY IMPORTANCE
- PATHS AND TRAILS TO ACCESS AND TRAVERSE THE SPACE
- CHILDREN'S PLAY AREA
- INTEGRATION OF WATER – POND/ FOUNTAIN / WATER SPORTS FACILITIES
- SKATEPARK
- OUTDOOR EXERCISE EQUIPMENT



Other components which were identified by at least 10% of respondents included:

- Skatepark (20%)
- Pond (26%)
- Fountain (19%)
- Outdoor exercise equipment (16%)
- Watersports facilities (17%)

Components identified by between 5% and 10% of respondents included

- Marina (7%)
- Basketball court (6%)
- Pilates and yoga (7%)
- Pontoon (5%)

tall ships stone people existing yachts storage changing facilities possible Boathouse jetty
 kayak go wildlife Boat trips also kids play basin Possibly etc waterways ducks support
 maybe Sports Large water fall rowing boats pedalos Duck pond
 Something facilities allow play History park small boats bridge Sailing
 water sports surrounding water fishing Newry area pond fish
 marina nice boats hire pond Rowing club
 Fountain boat house water ground canal Small lake
 water fountain paddling canoeing Dock access
 centre water feature needed waterfall safe stream sprinklers
 lake Newry rowing club use Kayak row feature Clean river places fishing
 rowing Seats None Rowing facilities small river canal kids sailing canoeing Pontoon
 seated area Canoe kayak section central mini waterfall Paddling pool Steps children
 pools swimming Canoe hire central pond barges paddle boats Natural

KEY OPPORTUNITIES

- PUBLIC AND COMMUNITY EVENTS SUCH AS FESTIVALS AND FAMILY FUN DAYS
- WATER BASED ACTIVITIES SUCH AS ROWING, BOATING, SUP, KAYAKING
- ORGANISED ACTIVITIES – EXERCISE CLASSES, ARTS AND CRAFTS, CHILDREN'S ACTIVITIES
- OUTDOOR CINEMA
- MARKETS
- SEASONAL EVENTS

KEY CHALLENGES

- SAFETY AND SECURITY
- CLEANLINESS AND MAINTENANCE
- UNDESIRABLE USES
- ECO-AWARENESS
- ADEQUATE AMENITIES
- PARKING

CONSIDERATIONS AND CONCLUSIONS

- CONSULTATION WAS POSITIVELY RECEIVED – OPPORTUNITY TO MAINTAIN MOMENTUM AND BUY-IN
- THE NEED FOR A “MASTERPLAN”
- CHALLENGE OF BALANCING AMBITION AND AVAILABLE SPACE
- START SMALL – GIVE PEOPLE CONFIDENCE THAT CHANGE IS OCCURRING AND THEIR IDEAS MATTER

Report to:	Strategic Policy and Resources Committee (SPRC)
Date of Meeting:	17 September 2020
Subject:	Albert Basin – Public Consultation Update
Reporting Officer (Including Job Title):	Michael Lipsett, Director of Active and Healthy Communities
Contact Officer (Including Job Title):	Paul Tamati, Assistant Director of Leisure and Sport

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

For decision	<input checked="" type="checkbox"/>	For noting only	<input type="checkbox"/>
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1.0	Purpose and Background
1.1	<p>The purpose of this report is to update the Committee on the public consultation for a City Park at the Albert Basin in Newry which was recently completed and to table the public consultation for consideration as per appendix 1.</p> <p>A previous report to SPRC on the 19th December 2020 approved the commissioning and appointment of consultants for a public consultation for a City Park at the Albert Basin in Newry.</p> <p>Subsequently Otium Leisure LTD were appointed to complete the public consultation for a City Park at the Albert Basin in Newry.</p>
2.0	Key issues
2.1	<p>An initial stakeholder engagement meeting was held on the 30th January 2020 with Otium Leisure LTD</p> <p>The public consultation for the Albert Basin City park, planned for March 2020, was postponed due to COVID-19.</p> <p>It was subsequently agreed that a virtual public consultation process which included a series of virtual workshops, online survey, a school's 'design' project and a series of stakeholder organisation telephone interviews would now make up the public consultation process.</p> <p>On the 22nd June 2020 the above public consultation process commenced and was completed on the 17th July 2020.</p> <p>On the 20th August 2020, a draft publication of the findings of this public consultation was tabled at the Albert Basin Task and Finish Working Group and Otium Leisure LTD gave a presentation summarising these findings.</p>

3.0	Recommendations
3.1	<p>That the Committee consider and agree to:</p> <ul style="list-style-type: none"> • Accept the public consultation as a basis for the development of a City Park at the Albert Basin in Newry. • Appoint a fully integrated design team to provide initial concept proposals with schematics of the park and detailed final designs • Appoint an economist to carry out an initial business case and full economic appraisal
4.0	Resource implications
4.1	<p>Revenue: There are no anticipated revenue implications associated with this report</p> <p>Capital: A budget of £130,000 has been set aside in the capital programme for design fees. Any decision to progress this project beyond the design stage will have significant capital budget implications, which will need to be considered as part of the council's capital programme and rates setting process.</p>
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p>

	<p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>
6.0	Due regard to Rural Needs (please tick all that apply)
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	Appendices
	<p>Appendix 1 – Albert Basin15 Acre City Park – A Public Consultation</p> <p>This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - Information relating to the financial or business affairs of any particular person (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.</p>
8.0	Background Documents
	None

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	17 September 2020
Subject:	Assessment of Performance 2019-20
Reporting Officer (Including Job Title):	Dorinnia Carville – Director: Corporate Services
Contact Officer (Including Job Title):	Kate Bingham – Head of Performance and Improvement

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

For decision	X	For noting only	
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1.0	Purpose and Background
1.1	<p>Part 12 of the Local Government Act (NI) 2014 requires District Councils to put in place arrangements to secure continuous improvement in the exercise of their functions. Through the Act, the Council has a statutory requirement to produce and publish an Assessment of Performance before 30 September each year. The Assessment of Performance must outline the Council's progress in relation to the General Duty of Improvement, as well as planned improvements against the previous year's:</p> <ul style="list-style-type: none"> • Performance improvement objectives • Statutory performance indicators and standards for economic development, planning and waste management • Self imposed performance indicators <p>The Assessment of Performance forms a key part of the Performance Audit and Assessment which is carried out by the Northern Ireland Audit Office (NIAO) on an annual basis.</p>
2.0	Key issues
2.1	<p>The Assessment of Performance 2019-20 is attached at Appendix 1 and provides an overview of the Council's progress in:</p> <ul style="list-style-type: none"> • Meeting the General Duty of Improvement • Delivering the performance improvement objectives 2019-20 • Meeting the statutory performance indicators and standards for economic development, planning and waste management • Achieving the 'measures of success' within the Corporate Plan 2015-19 <p>Where possible, performance has been tracked against set targets, trends over time and compared with other local authorities across Northern Ireland. Progress has also been aligned to the outcomes within the Community Plan for Newry, Mourne and Down and reported accordingly throughout the Assessment of Performance.</p>

2.2	<p>Every year, the Council produces the user friendly, accessible document 'Our Performance Looking Back Going Forward', which summarises the retrospective Assessment of Performance and forward looking Performance Improvement Plan. However, in response to the COVID-19 pandemic, the Council was not required to produce the Performance Improvement Plan 2020-21. As a result, the development and publication of 'Our Performance looking Back Going Forward' will be delayed until the Corporate Plan 2020-23 is approved and published later this year. 'Our Performance Looking Back, Going Forward' will incorporate a summary of the Council's performance during 2019-20 and strategic objectives 2020-23.</p>
2.3	<p>In line with the guidance issued by the NIAO, 'Performance Management for Outcomes', corporate performance scorecards have been developed for the following outcomes within the Performance Improvement Plan 2019-20:</p> <ul style="list-style-type: none"> • The Council meets landfill and recycling targets • The Council provides a more efficient and effective Planning Service • Community groups receive financial support towards meeting their objectives and delivering projects across a range of theme • The local community benefits from an increase in business starts, the growth of local businesses and support for local enterprises • Improved and accessible provision of indoor and outdoor sport, leisure and recreational fitness activities • Local communities and stakeholders are actively engaged in supporting the work of the Council and its partners <p>These performance scorecards provide a new way to present, analyse, monitor and report performance information, using the 'outcomes based approach' which focuses on:</p> <ul style="list-style-type: none"> • How much has been done • How well it has been done • Whether anyone is better off
2.4	<p>There is a statutory requirement to publish the Assessment of Performance 2019-20 on the Council's website by 30 September 2020. The Assessment of Performance will form a key part of the Performance Audit and Assessment which is carried out by the NIAO, and focuses on the following six themes, using a compliance based approach:</p> <ul style="list-style-type: none"> • General duty to improve • Improvement objectives • Consultation on improvement duties • The Improvement Plan • Collection of information relating to performance • Use and publication of performance information <p>Through the Performance Audit and Assessment, the NIAO will determine how effective and robust the Council's performance management arrangements are, as well as the Council's likelihood to comply with the duty to make arrangements to secure continuous improvement in future years.</p>
3.0	Recommendations
3.1	<p>To consider and agree:</p> <ul style="list-style-type: none"> • The Assessment of Performance 2019-20.

	<ul style="list-style-type: none"> The publication of the Assessment of Performance by 30 September 2020, before full Council ratification, in order to meet the statutory deadline. That the publication of 'Our Performance Looking Back Going Forward' is delayed and incorporates the strategic objectives within the Corporate Plan 2020-23.
4.0	Resource implications
4.1	The cost of the design and print of the summary document 'Our Performance Looking Back Going Forward' is around £1,300.00 and is funded through the existing budget.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i> Consultation not required.</p>
6.0	Due regard to Rural Needs (please tick all that apply)
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service

	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	Appendices
	Appendix 1: Assessment of Performance 2019-20
8.0	Background Documents
	<ul style="list-style-type: none"> • Local Government Act (NI) 2014 (Part 12) • Performance Improvement Plan 2019-20 • Corporate Plan 2015-19

Newry, Mourne and Down District Council

Assessment of Performance 2019-20

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Foreword

Coronavirus has had an unprecedented impact on our District and we will all remember this pandemic period for the rest of our lives. As a Council, we are constantly reviewing the situation and doing everything we can to boost the local economy and support our communities in living with and recovering from COVID-19. We have implemented several initiatives to ensure businesses can operate across our District, re-commenced our capital works, re-opened our leisure centres and helped deliver 18,407 food parcels to our most vulnerable households.

When we reflect on the progress made before March 2020, we can be proud of our achievements. During 2019-20, there was a 55% increase in attendances at Down Leisure Centre and over 12,000 people took part in our physical activity programmes. 183 jobs were promoted through business start-up activity, exceeding the target set by 18%, and our Social Economy Programme won the best enterprise initiative at the Local Government Awards 2020. The Council also provided assistance towards 94 community clean ups and awarded £1.25m towards 498 projects across a range of themes including tourism, sports and events. The overall rate of recycling in Newry, Mourne and Down has continued to increase, from 38.9% in 2015-16 to 53.7% in 2019-20, which is the second highest rate of improvement across Northern Ireland.

However, whilst a lot has been achieved, we know where we must improve. Achieving the statutory standards for processing planning applications and enforcement cases remains a key priority for the Council. The LEAMS* score for the District also reduced from 72 in 2018-19 to 64 in 2019-20, and the Council remains committed to improving the level of street cleanliness by tackling illicit dumping, littering and dog fouling.

Whilst we anticipate tough times ahead, we are also working on ways to modernise our services and transform our organisation. Through our Corporate Plan 2020-23, which will be launched later this year, we will outline our key strategic objectives for this term of Council, as we continue to adapt to our 'new' normal and rebuild a better District we can all be proud of.

*Local Environmental Auditing Management System



Cllr Laura Devlin - Chairperson



Marie Ward - Chief Executive

Introduction

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

- Produce and publish an annual Performance Improvement Plan, setting out the performance improvement objectives, which should be aligned to the Community Plan. It should however be noted that, in response to the COVID-19 pandemic, Councils are not required to publish a Performance Improvement Plan 2020-21.
- Produce and publish an annual Assessment of Performance, outlining the arrangements to secure continuous improvement, demonstrating whether planned improvements have been achieved, analysing year on year performance trends and comparisons with the performance of other Councils, where possible.

The Assessment of Performance 2019-20 provides an overview of Newry, Mourne and Down District Council's progress in delivering the following:

General Duty of Improvement

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

Performance Improvement Objectives

As set out in the Performance Improvement Plan 2019-20:

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

Statutory Performance Indicators and Standards

As set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 and Performance Improvement Plan 2019-20:

- The number of jobs promoted through business start-up activity
- The average processing time of major planning applications
- The average processing time of local planning applications
- The percentage of planning enforcement cases processed within 39 weeks

- The percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse)
- The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled
- The amount (tonnage) of Local Authority Collected Municipal Waste arisings

Self Imposed Performance Indicators

As set out in the Corporate Plan 2015-19:

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

Where possible, progress in delivering the 'measures of success' within the Corporate Plan 2015-19 and Performance Improvement Plan 2019-20, has been aligned to the Community Plan, in order to demonstrate how the Council is contributing to the achievement of community planning outcomes. The golden thread that exists between the Community Plan, Corporate Plan 2015-19 and Performance Improvement Plan 2019-20 is highlighted further in Appendix 3.

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

Progress in achieving the performance improvement objectives, statutory performance indicators and standards and self imposed performance indicators, as outlined in the Corporate Plan 2015-19, has been tracked against targets, trends over time, and where possible, compared with the performance of local authorities across Northern Ireland, using the legend below. The Assessment of Performance is instrumental in helping the Council to review progress and identify the key objectives for the year ahead.

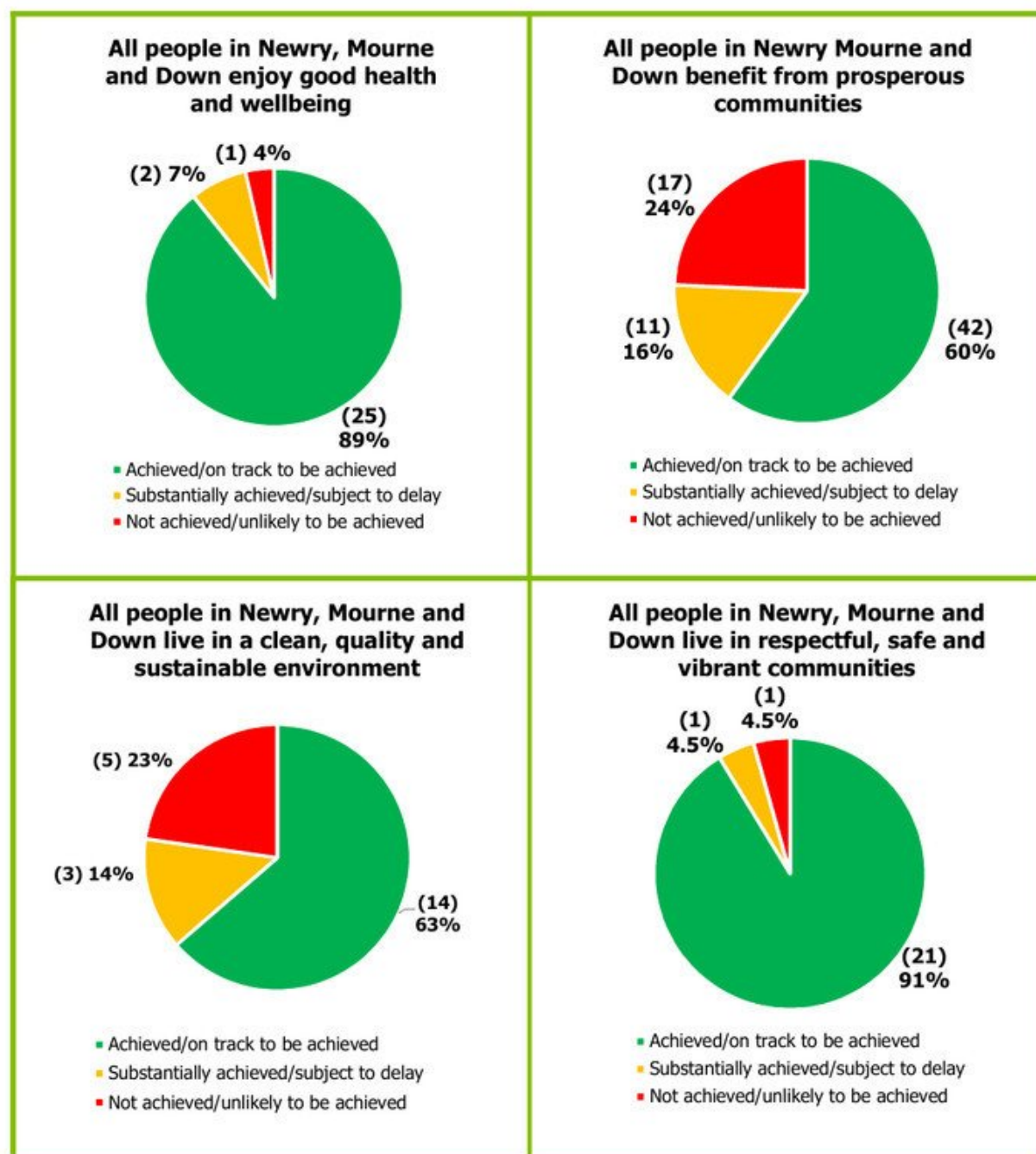
Legend

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

*Where appropriate, a 10% variance when compared to the previous year's performance has been applied.

Performance at a Glance

The legend has been applied to the 'supporting actions' and 'measures of success' within the Performance Improvement Plan 2019-20, and the 'measures of success' within the Corporate Plan 2015-19, in order to provide an overview of progress against the four community planning outcomes.







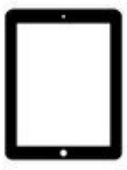
*Where a 'supporting action' and 'measure of success' has been allocated a status and trend, both have been counted in the charts.



Performance Improvement Plan 2019-20

A snapshot of the past year

Performance Improvement Objective	Progress	Status Trend
Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities 	1.7% increase in attendances at Council leisure facilities	△
	55% increase in attendances at Down Leisure Centre	△
	Customer satisfaction rating of 73.5% across six Council leisure facilities	😊
	One new play park open, 3 play parks transformed and 5 play parks upgraded	😊
	2,365 children and young people took part in Community Play initiatives and Summer Schemes*	😊
	10,793 participants took part in Everybody Active, exceeding the target set by 30%	😊
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 	183 new jobs promoted and 203 new business starts supported through business start up activity	😊
	29 businesses supported and 133 jobs created through the Rural Business Investment Scheme	😊
	198 businesses supported and 24 new jobs created through the 'NMD Growth' programme	😊
	NMD Social Economy Programme awarded the best enterprise initiative in NI 2020	😊
	Economic Development Strategy for Newry, Mourne and Down developed	😊
	Our Giant Adventure Festivals attracted 116,120 visitors and generated an estimated £3.2m for the local economy	😊
	73,138 visits by pedestrians and cyclists recorded at the Greenway Victoria Lock and Dublin Bridge	😊
Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in	Delivery of the AONB Action Plans for the Ring of Gullion and Strangford Lough and Lecale underway	😊
	205,126 visits recorded at Warrenpoint Municipal Park	😊
	The 7 environmental improvement schemes identified in Village Plans underway	😊
	Decrease in the percentage of planning enforcement cases processed within 39 weeks	▽

 <p>Create a cleaner, greener, more attractive District</p> 	Increased processing times for local and major planning applications	▽
	Increase of 2.3% in the rate of recycling**	△
	Waste to landfill: Amongst top performing Councils in NI / slight increase in the amount of waste sent to landfill **	😊 ▽
	1.1% reduction in black bin waste, 13.9% increase in blue bin waste and 6.5% increase in brown bin waste**	△
	Downpatrick Household Recycling Centre open	😊
	Street cleanliness (LEAMS) score reduced from 72 to 64***	▽
	Assistance provided to 94 community clean ups and 16 groups took part in the Cleaner Greener Communities initiative	😊
	£9,935 awarded to 10 projects through the Local Biodiversity Enhancement Scheme	😊
<p>Encourage and empower local communities to participate in Council engagement structures and initiatives</p> 	Significant representation from the community, voluntary and business sectors on Council engagement structures	😊
	Over £1.25m awarded to 498 projects through the Financial Assistance Scheme	😊
	5,741 devices fitted to 727 homes through the 'Home Secure' Scheme	😊
	94% of residents feel safe during the day and 87% feel safe after dark	😊
	£20k allocated to 26 community projects through two participatory budgeting schemes	😊

*Community Play and Summer Schemes may include repeat attendances.

**Waste figures remain provisional and will be validated by DAERA in Q3 2020-21 when the Annual Report 2019-20 is published.

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

General Duty of Improvement

The Council recognises improvement to mean activity that enhances the sustainable quality of life and environment for ratepayers and communities. During 2019-20, the Council continued to strengthen and embed the arrangements it has put in place to secure continuous improvement in the exercise of functions, in order to improve the quality of life for all local communities.

Following the Performance Audit and Assessment 2019-20, the Local Government Auditor concluded that:

Improvement planning and publication of improvement information

- The Council has discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with section 92 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently.

Improvement assessment

- The Council has as far as possible discharged its duties under Part 12 of the Local Government Act and has acted in accordance with the Department for Communities guidance sufficiently. The Council is likely to comply with Part 12 of the Act during 2019-20.

Arrangements to secure continuous improvement

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

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

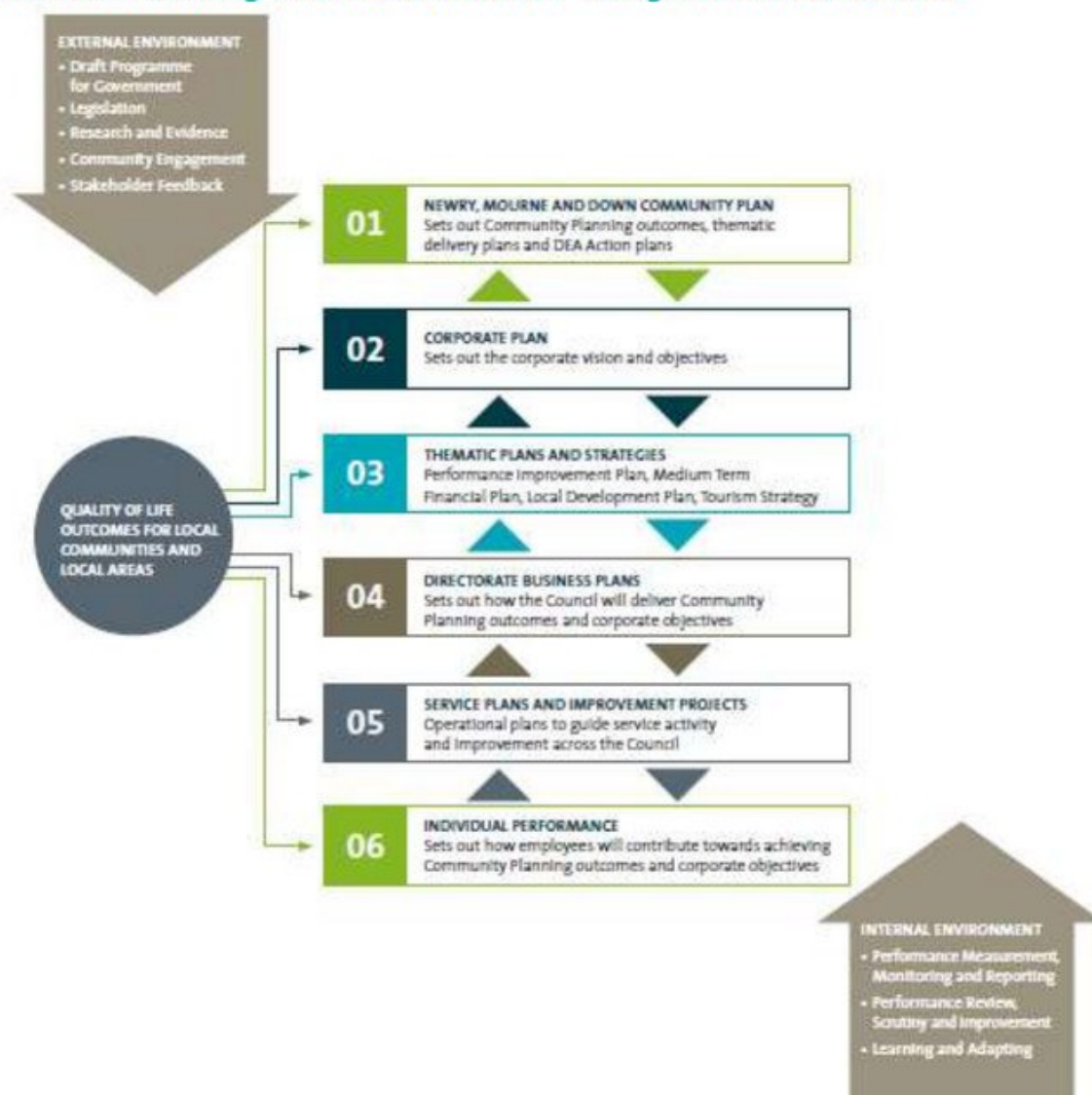
- The Council developed and agreed integrated planning, monitoring and reporting cycles, which have been aligned to ensure everyone in the organisation is working towards shared objectives, with progress being monitored and reported on a regular basis. This integrated timeline of activity is outlined in the Business Planning and Performance Management Cycle.
- The governance arrangements at all levels of the Business Planning and Performance Management Framework have been strengthened, with the delivery of the Performance Improvement Plan and Directorate Business Plans being monitored and reported on a bi-annual and annual basis.
- A corporate approach to developing Service Plans has been agreed, outlining key operational activity which will support the achievement of strategic

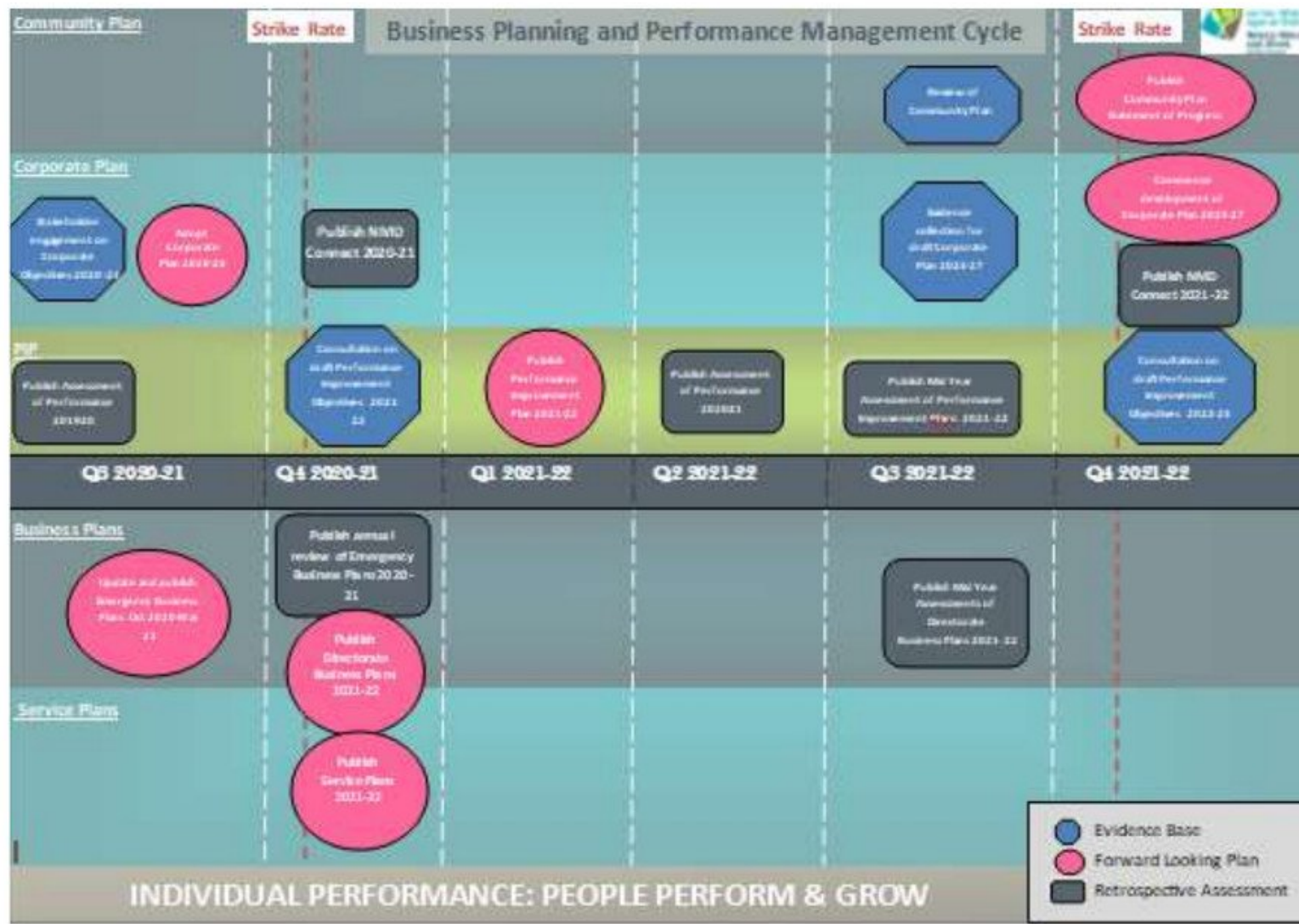
objectives. Individual Performance is also being progressed through the 'People Perform & Grow' pilot.

- The Performance Improvement Plan demonstrates the Council's commitment to secure continuous improvement in the delivery of services, and the objectives seek to bring about improvement across the seven areas outlined in the Local Government Act (NI) 2014.

Further information on the Council's arrangements to secure continuous improvement and progress in implementing the 'proposals for improvement', which have been forward by the Northern Ireland Audit Office, is outlined in Appendix 2. It should however be noted that, in response to the COVID-19 pandemic, the publication of the Corporate Plan 2020-23 has been delayed and the development of the Performance Improvement Plan, Directorate Business Plans and Service Plans 2020-21 has been suspended. In the interim, the Council has developed Emergency Business Plans to plan ahead, manage and co-ordinate the overall response to the pandemic.

Business Planning and Performance Management Framework:







Community Planning Outcome

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




Corporate Objective





Support improved health and wellbeing outcomes

Measure of Success	2016-17	2017-18	2018-19	2019-20	Status Trend	Explanatory note
Two leisure centres constructed and operational	-	NLC open and operational	DLC open and operational	NLC/DLC open and operational	😊	Newry and Down Leisure Centres are open and operational. However, between March-July 2020, in response to the lockdown restrictions associated with COVID-19 pandemic, both centres closed to customers and operated as distribution centres for the Newry, Mourne and Down Community Co-ordination Hub.
Increase in the number of people using Council leisure facilities	1,473,076 attendances	1,613,522 attendances	1,787,515 attendances	1,818,040 attendances	😊 △	Since 2016-17, there has been a 23.4% increase in the total number of attendances at Council leisure facilities, including a 1.7% increase between 2018-19 and 2019-20. During 2019-20, 79.7% of the total attendances across all leisure facilities participated in a leisure activity.




Performance Improvement Objective

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

Supporting action	Status	Progress
Provide and operate high quality indoor leisure facilities through the implementation of the Indoor Leisure Business Plan:		The Council continues to implement the Indoor Leisure Business Plan. The opening of Newry and Down Leisure Centres has been instrumental in providing accessible opportunities to participate in sport and recreational activities through a range of membership options and packages, whilst driving forward the NMD 'Be Active' campaign. Specific initiatives include the Buddy Card and concessionary rates for those with a disability, as well as the autism friendly swim sessions at Newry and Down Leisure Centres.
Improve the customer experience at all leisure facilities by rolling out the 'Be Active' campaign and mobile technology solutions		The NMD 'Be Active' Programme aims to motivate residents to be more active and the 'Be Active' Facebook page currently has 16,044 followers, which represents an increase of 7.9% when compared to the 14,865 followers reported in 2018-19. The 'Be Active app', which has been downloaded over 14,000 times, enables users to book classes and track their physical activity online whilst providing information on offers, timetables and membership options for indoor and outdoor facilities.
Undertake Customer Satisfaction Surveys across selected leisure facilities by Q4 2019-20		The Customer Satisfaction Surveys were scheduled to take place in March 2020. However, in response to the COVID-19 pandemic and subsequent closure of all leisure facilities, the surveys have been delayed until a more appropriate time in the future.
Upgrade and improve exiting sports facilities through the implementation of year three of the Sports Facility strategy		The implementation of the Sports Facility Strategy is well underway, and to date, 26 projects have been delivered, including upgrades to soccer pitches, tennis courts and bowling greens. During 2019-20, six major capital works were completed, including the Bann Road car park and new pavilion,

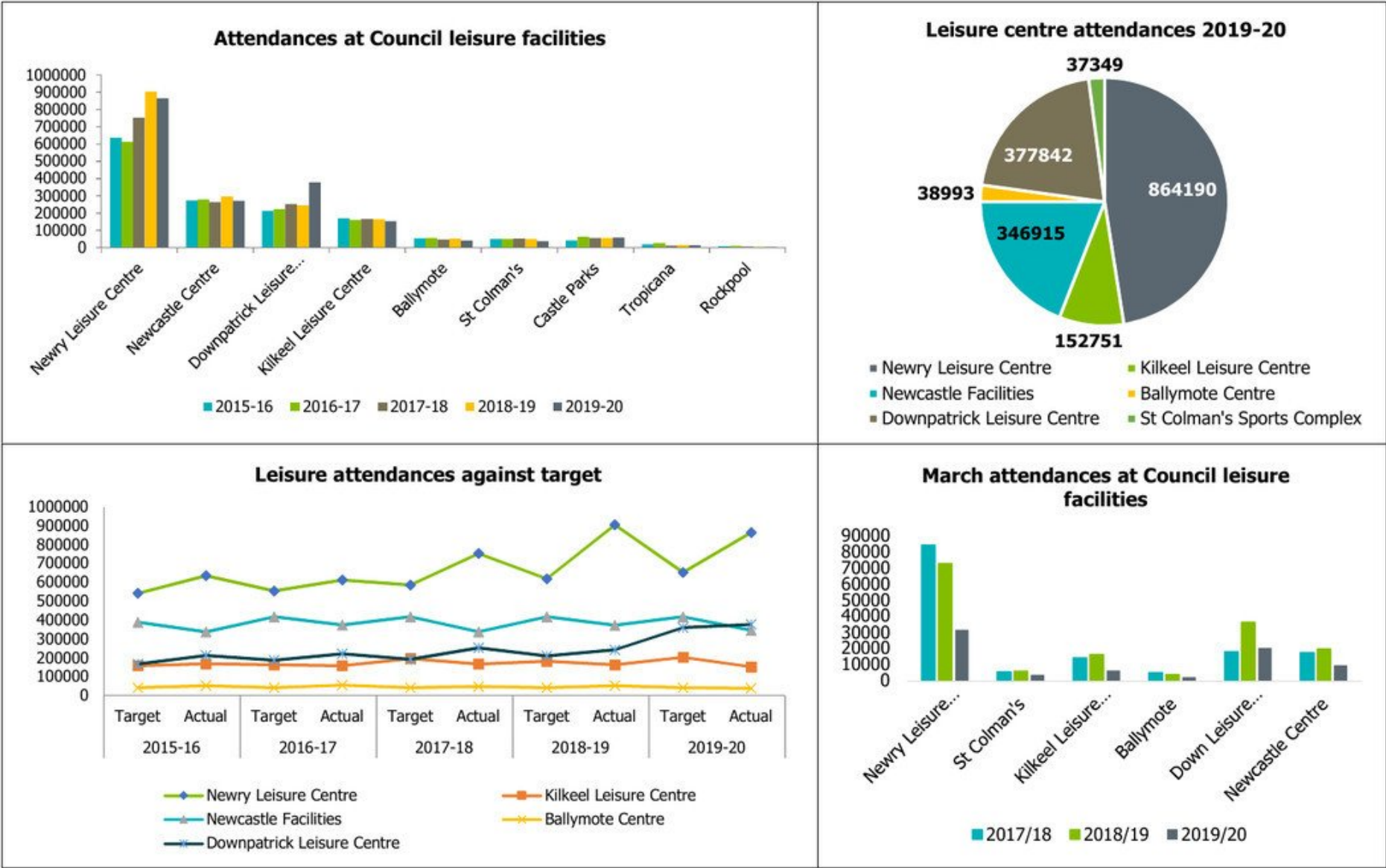
		Bessbrook artificial bowling green, Newry tennis courts lighting and surface improvements, as well as upgrades to six soccer pitches.
Provide and improve fixed and non-fixed play opportunities for children and young people through the continued implementation of the Play Strategy		The five year Play Strategy includes plans for six new play parks, 22 upgrades and 10 play park transformations. To date, four new parks, four transformed parks and 19 upgraded parks have been delivered. During 2019-20, one new play park opened in Carlingford Park, Newry, three play parks were transformed in Belleeks, Newry and Whitecross and five play parks were upgraded in Newtownhamilton, Carrivemaclone, Castlewella, Hilltown and Newtownclougue.
Engage more children and young people in community play and other health and wellbeing initiatives across the district		During 2019-20, 2,365 children and young people took part in community play and other health and wellbeing initiatives. This included 1,276 children who took part in 29 community play sessions across the seven District Electoral Areas (DEA's), with the highest levels of participation in Crotlieve (34%) and Slieve Gullion (31%). The Council also recorded 1,089 registrations at the week long summer schemes which took place at five locations in Ballynahinch, Killyleagh, Downpatrick, Newcastle and Newry.
Provide opportunities for women, girls, people with a disability and people from areas of high social need to participate in physical activity programmes		Over the past three years, 25,761 participants enrolled in Everybody Active (EBA) 2020, taking part in a range of activities, the most popular being athletics, multi-skills, football, yoga and pilates. During 2019-20, 10,793 participants took part in the scheme, exceeding the overall target of 8,279 participants. This included 6,463 women and girls, 1,586 people with a disability, 3,038 people from areas of high social need and 1,819 sustained participants. Whilst the impact of COVID-19 on overall participation levels was limited, the delivery of the EBA programme during March 2020 was affected.
Consider options to progress the development of a park at the Albert Basin, Newry		The Albert Basin Working Group has been established, and membership has been approved by the Council. Otium Leisure Consultancy was appointed to carry out a formal public consultation to inform the concept designs for the



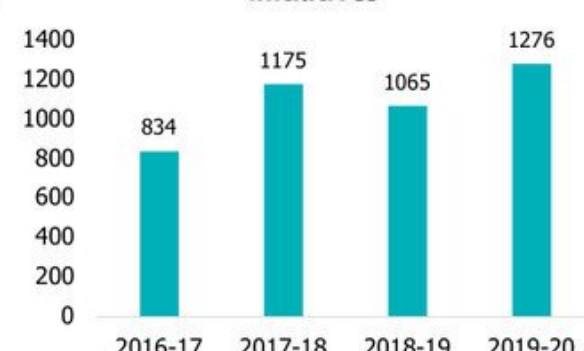

		proposed 15 acre park. Through the consultation process, which took place between 8 June and 17 July 2020, 546 online surveys were completed and 48 people took part on online workshops.
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Measure of success	2015-16		2016-17		2017-18		2018-19		2019-20		Status Trend
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
14% increase in the number of participants using indoor leisure facilities	1,300,712 attendances	1,457,372 attendances	1,367,060 attendances	1,473,076 attendances	1,436,739 attendances	1,613,522 attendances	1,472,781 attendances	1,787,515 attendances	1,678,140 attendances	1,818,040 attendances	
5.4% increase in the number of participants using Newry Leisure Centre	541,272 attendances	635,078 attendances	555,272 attendances	612,601 attendances	586,316 attendances	753,474 attendances	619,610 attendances	905,371 attendances	652,904 attendances	864,190 attendances	
72% increase in the number of participants using Downpatrick Leisure Centre	167,668 attendances	212,584 attendances	188,015 attendances	221,145 attendances	192,515 attendances	252,924 attendances	209,862 attendances	243,465 attendances	360,000 attendances	377,842 attendances	

Explanatory note

Over the past five years, the Council exceeded the overall targets set for the number of attendances across all leisure facilities. However, whilst there was a 55.2% increase in attendances at Down Leisure Centre between 2018-19 and 2019-20, all other facilities recorded a reduction in the number of attendances, particularly the Ballymote Sports and Wellbeing Centre. However, the 25.7% decrease in attendance levels at the Ballymote Sports and Wellbeing Centre may be attributed to its close proximity to the new Down Leisure Centre, and regular customers may have opted to use the new centre instead. In addition, the overall reduction in attendances may be attributed to the COVID-19 pandemic and the subsequent the closure of all leisure facilities on 16 March 2020. When compared to the average attendance levels recorded for March 2017 and 2018, attendance levels in March 2019 fell by an average of 47%, with Newry and Kilkeel Leisure Centres being particularly affected.



Measure of success		2017-18	Status	Explanatory note			
Level of customer satisfaction with selected indoor leisure facilities	<p>Level of customer satisfaction with leisure facilities</p>  <p>90.00% 80.00% 70.00% 60.00% 50.00% 40.00% 30.00% 20.00% 10.00% 0.00%</p> <p>Newry Leisure Centre St Colman's Newcastle Centre Ballymote Centre Downpatrick Leisure Centre Kilkeel Leisure Centre</p> <p>Leisure Facility NMD Average</p>	Newry Leisure Centre	70%		During Q4 2017-18, customer satisfaction surveys were carried out across six leisure facilities, with satisfaction levels ranging from 64% in Down Leisure Centre to 84% in the Ballymote Centre. The overall satisfaction for Newry, Mourne and Down is 73.5% which compared favourably to the 2017-18 UK average of 73.19%. Work is underway to improve levels of customer satisfaction, as evidenced through the opening of Down Leisure Centre, the NMD 'Be Active' Campaign and My Wellness app. Further Customer Satisfaction Surveys were scheduled to be carried out in Q4 2019-20, but have been delayed in response to the COVID-19 pandemic and subsequent closure of all leisure facilities.		
		St Colman's	74.8%				
		Newcastle Centre	71.2%				
		Ballymote Centre	84.8%				
		Down Leisure Centre	64.3%				
		Kilkeel Leisure Centre	76.1%				
		Number of children and young people engaged in Community Play and other health and wellbeing initiatives	<p>Participation in Community Play initiatives</p>  <p>1400 1200 1000 800 600 400 200 0</p> <p>834 1175 1065 1276</p> <p>2016-17 2017-18 2018-19 2019-20</p>				2016-17
834	1,175			1,065	1,276		Over the past four years, 4,350 children and young people took part in community play initiatives across the District. The highest level of participation was recorded in 2019-20, which represents an increase of 53% when compared to 2016-17.

Number of participants involved in physical activity programmes		2017-18 Actual	2018-19 Actual	2019-20		Status Trend																		
				Target	Actual																			
Total participation	<div><div>Everybody Active 2019-20</div><table><tr><th>Category</th><th>2019-20 Target</th><th>2019-20 Actual</th></tr><tr><td>Total number of people</td><td>8,279</td><td>10,793</td></tr><tr><td>Women/girls</td><td>4,885</td><td>6,463</td></tr><tr><td>People with a disability</td><td>1,490</td><td>1,586</td></tr><tr><td>People from areas of high social need</td><td>2,898</td><td>3,038</td></tr><tr><td>Sustained participation</td><td>2,649</td><td>1,819</td></tr></table></div>	Category	2019-20 Target	2019-20 Actual	Total number of people	8,279	10,793	Women/girls	4,885	6,463	People with a disability	1,490	1,586	People from areas of high social need	2,898	3,038	Sustained participation	2,649	1,819	6,879	8,089	8,279	10,793	😊 ⚠️
Category		2019-20 Target	2019-20 Actual																					
Total number of people		8,279	10,793																					
Women/girls		4,885	6,463																					
People with a disability		1,490	1,586																					
People from areas of high social need		2,898	3,038																					
Sustained participation	2,649	1,819																						
Women and girls	3,874	4,738	4,885	6,463	😊 ⚠️																			
People with a disability	1,023	1,924	1,490	1,586	😊 ⚠️																			
People living in areas of high social need	1,805	1,808	2,898	3,038	😊 ⚠️																			
Sustained participants	2,408	1,216	2,649	1,819	😞 ⚠️																			
<p>Between 2017-18 and 2019-20, total participation in Everybody Active increased by 56.9%, from 6,879 to 10,793 participants. This included an increase of 66.8% for women and girls, 55% increase for people with a disability and 68.3% increase for people living in areas of high social need. However, the number of sustained participants reduced by 24.5% from 2,408 to 1,819 participants during this time. In addition, the Council exceeded the 2019-20 targets set for total participation by 30.4%, women and girls by 32.3%, people with a disability by 6.4% and people living in areas of high social need by 4.8%. However, only 69% of the 2019-20 target set for sustained participation was achieved. Overall participant feedback on the EBA programme across Northern Ireland has been very positive, with 95% of adult participants reporting that they enjoyed the programme, 95% reporting that they wished to continue to take part in the sport they engaged in and 76% reporting that their frequency in taking part in physical activity had increased. In addition, since taking part in the EBA programme, 49% of adult participants had become a member of a sports club and 42% of participants aged 12-17 years had become a member of a sports club or team at school.</p>																								

*Attendances include participants and non-participants.
**Newcastle facilities include the Newcastle Centre, Tropicana, Castle Parks and the Rock Pool.



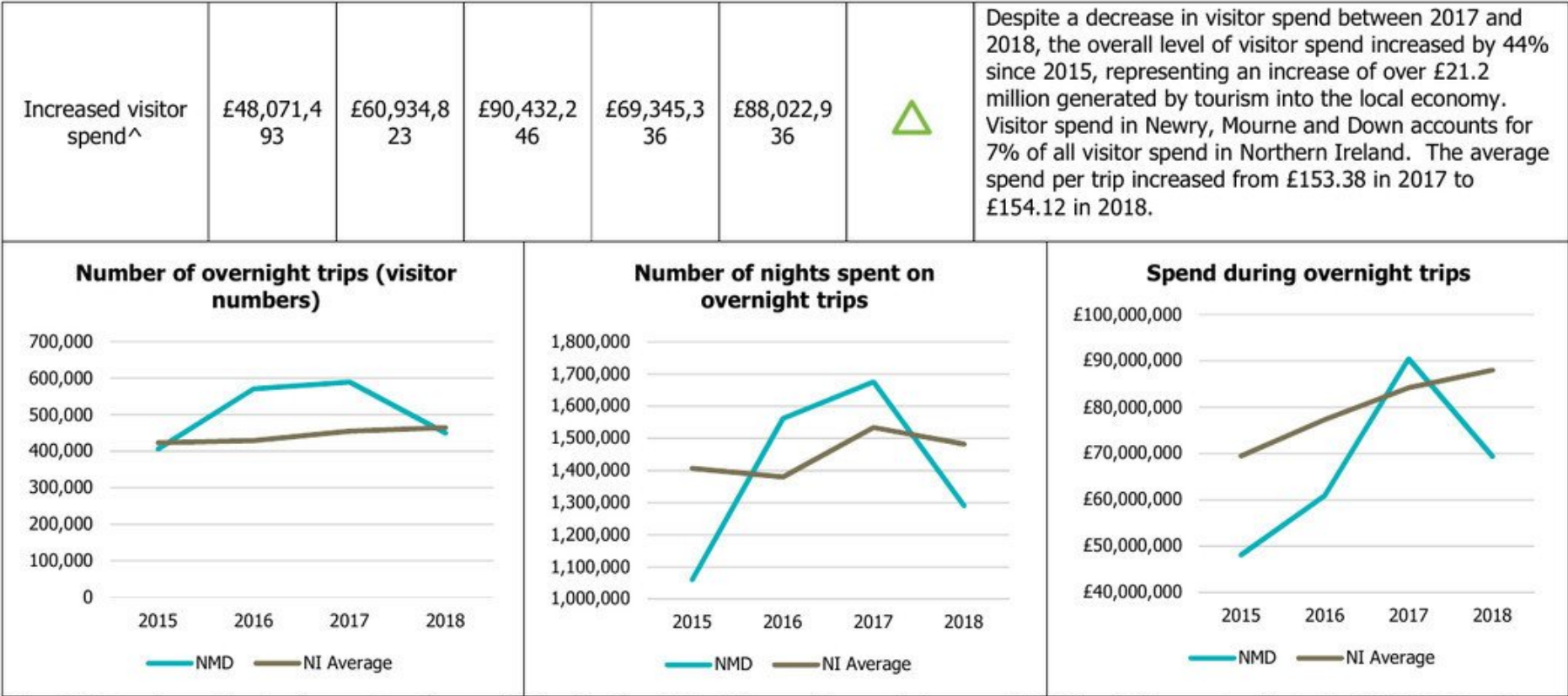
Community Planning Outcome

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

Corporate Objective

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

Measure of Success	2015	2016	2017	2018	NI Average 2018	Trend	Explanatory Note
Increased visitor numbers*	406,302	571,054	589,581	449,953	464,818	△	Although the number of visitors to the District fell between 2017 and 2018, the overall visitor volume has increased by 11% since 2015, representing an increase of 43,651 additional visitors. Trips to Newry, Mourne and Down account for 9% of all trips in Northern Ireland, which is the third highest, behind Belfast (33%) and Causeway Coast and Glens (20%). The most popular reasons for visiting Newry, Mourne and Down is for 'holiday, pleasure and leisure' followed by 'visiting friends and relatives'.
Increased dwell time of visitors (number of overnights stays)*	1,060,063	1,561,067	1,675,229	1,289,821	1,481,471	△	Although the number of overnight stays in the District fell between 2017 and 2018, the overall number of overnight stays has increased by 22% since 2015, representing an increase of 229,758 additional stays. The overall number of overnight stays in Newry, Mourne and Down accounts for 8% of all overnight stays in Northern Ireland and the average number of overnight stays increased from 2.8 in 2017 to 2.9 in 2018.



*The 2019 tourism estimates have not yet been published by the NI Statistics and Research Agency (NISRA) and this report reflects the 2018 LGD tourism data. NISRA has confirmed that the tourism estimates should not be used on a year on year comparison basis, and should be used as a trend analysis, alongside other local tourism information. NISRA is considering ways to improve the reporting of tourism data at a Local Government District Level.

Corporate Objective

Attract investment and support the creation of new jobs

Measures of Success	2015-16		2016-17		2017-18		2018-19		2019-20		NI Average 2019-20	Status Trend
Increased number of new businesses started	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	174	☹️ ▶️
	207	233	197	172	167	167	194	204	205	203		
Major planning applications processed within 30 weeks	-	16.7%	-	14.8%	-	0%	-	14.3%	-	13.3%	26.1%	☹️ ▶️

Number of business starts in NMD

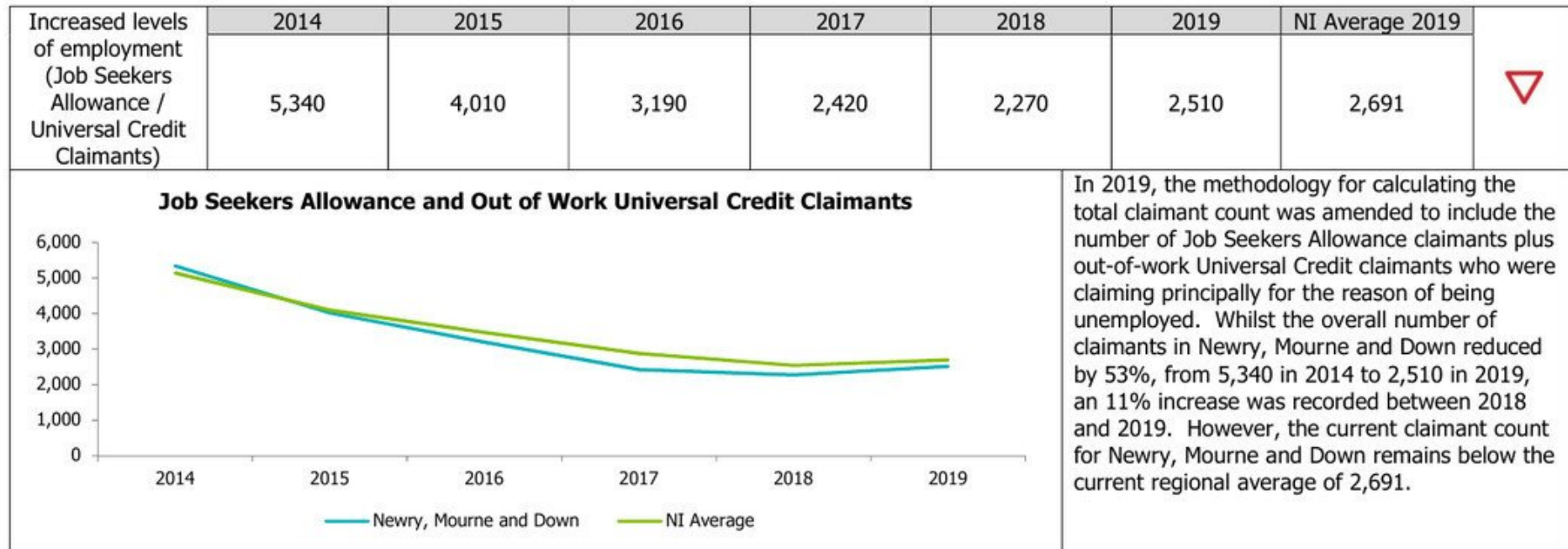


% of major planning applications processed within 30 weeks



Through the NI 'Go For It' programme, the Council has supported 978 new business starts over the past five years, exceeding or achieving the targets set for all years, apart from 2019-20, when 99% of the target was achieved. In 2019-20, the Council supported 203 new business starts, which is well above the regional average of 174.



The Council processed 13.3% of major planning applications within the statutory standard of <30 weeks, which is well below the regional average of 26.1%, and represents a slight decrease from 2018-19, when 14.3% of applications were processed within <30 weeks.










Performance Improvement Objective




Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination




Supporting action	Status	Progress
Improve economic growth by:		
Promoting new jobs and supporting new business starts through the NI 'Go For It' programme	😊	During 2019-20, the Council continued to deliver the NI 'Go For It' programme, which resulted in 298 business plans being approved, 203 new business starts and 183 jobs being promoted, exceeding the statutory jobs promoted target by 18%.

Supporting the growth of the existing business and social economy base by delivering the Social Economy and NMD Growth programmes		During 2019-20, the Council continued to deliver the Social Economy and 'NMD Growth' programmes. Through the Social Economy programme, 10 new social enterprise start-ups were supported, which resulted in 12 new employment positions, 50 new volunteers being recruited and 200 mentoring sessions being delivered across a range of themes including strategic planning, marketing and good governance. Through the four year NMD Growth programme, which was launched in October 2018, 277 businesses have been supported, 35 jobs have been created, 38 businesses have been referred to other business support providers (including Invest NI) and 15 workshops and business development programmes have been delivered.
Supporting the establishment and growth of small and micro businesses and the creation of new jobs in rural areas, through the Rural Business Investment Scheme		<p>The Rural Business Investment Scheme forms part of the Rural Development Programme, which has been operational since 2015. To date, the Mourne, Gullion and Lecale Local Action Group (LAG) has issued 46 Letters of Offer through the scheme, awarding a total of £1,518,472 to 42 new, micro and small businesses across a range of sectors including, manufacturing, tourism and service industries. This investment has led to increased economic activity across the LAG area and examples of projects funded include:</p> <ul style="list-style-type: none"> • Assisting a manufacturing business with the purchase of equipment to expand the range of the services offered, which has resulted in the creation of 9 new full time jobs. • Assisting a new services business with building renovations, which has resulted in the creation of 14 new full time and 9 new part time jobs. • Assisting a sole trader in creating a website to sell goods to local, regional and international customers, which has resulted in goods being exported to a range of countries including Japan, Mexico, India and USA. • Assisting a new business with the construction of a marquee to cater for large functions, which has led to the creation of 47 new full time and 23 new part time jobs.

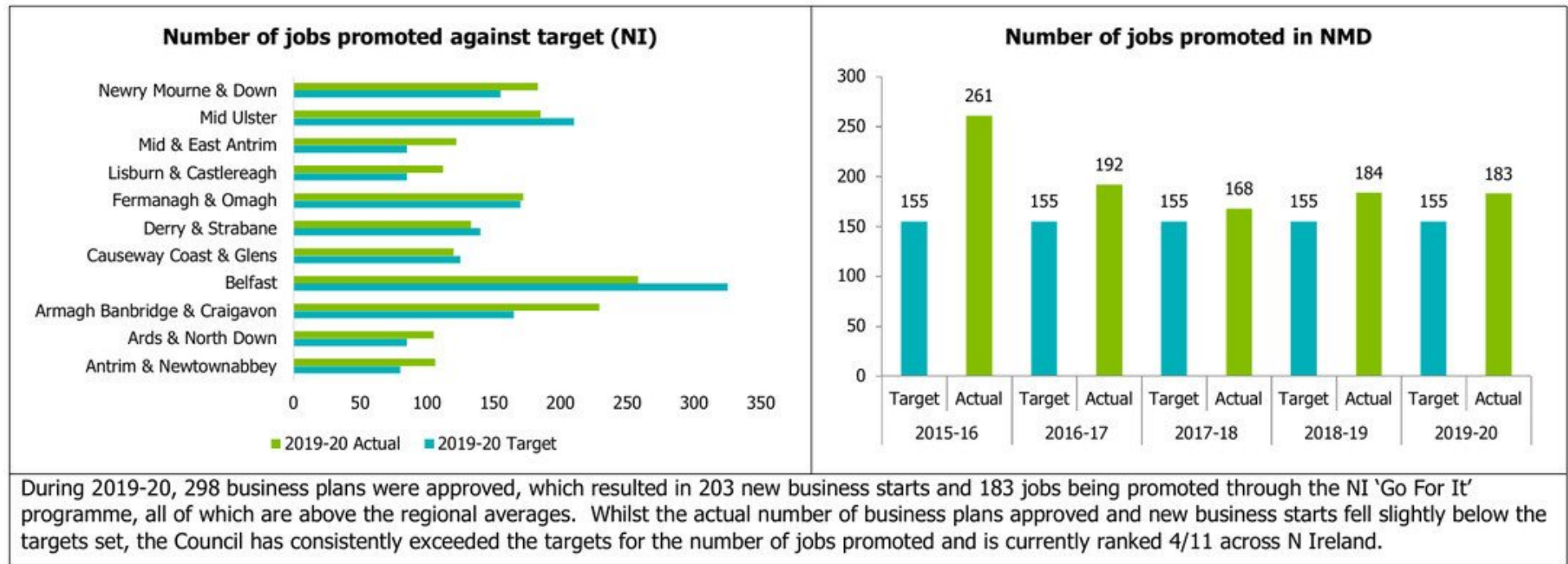
Supporting the establishment of new jobs and businesses in the fishing dependent communities of Kilkeel, Annalong and Ardglass (SEAFLAG 2)		Through the £2.3m SEA FLAG programme, investment in the fishing dependent communities of Ardglass, Kilkeel and Portavogie continues to gain momentum. To date, £364k has been awarded, 64 expressions of interest have been submitted and potential applicants are working towards the submission of a full application. SEA FLAG has also funded new facilities in the local area, including two new bait refrigeration stores in Ardglass and Portavogie for the benefit of local creel fishermen. A nautical themed eco-garden and educational area will also be launched in Ardglass over the coming months, which will encourage the local community to embrace their natural environment and local habits, whilst enhancing awareness of the local fishing industry in the village and surrounding areas.
Addressing the skills gap between education and employment in traditional and key growth sectors through the Skills Forum		The new Economic Development Strategy for Newry, Mourne and Down 2020-25 has been developed, outlining the key actions for closing the skills gaps on a cross sectoral basis. In partnership with the Southern Health and Social Care Trust, the Council organised a Careers Event, which showcased career opportunities across 25 health care services and engaged over 1,200 students. As part of the inaugural NI Apprenticeship week in February 2020, the Council also supported the 'Big Apprenticeship' event in the Southern Regional College, which engaged over 500 people and 35 employers.
Progressing the Belfast Region City Deal by developing Outline Business Cases for the Regeneration of Newry City, visitor attractions in the Mourne mountains and 'skills and employability' and 'digital connectivity' initiatives		In November 2018, the Belfast Region City Deal was secured, with £800m investment towards a range of initiatives to improve competitiveness and enhance the quality of life across the region. In March 2019, the City Deal partners, UK and NI Governments signed the Heads of Terms agreement, and over the past year, the Council continued to progress the Outline Business Cases (OBC's) for tourism, regeneration and digital projects, in partnership with the appointed consultancy led teams and key private and public sector stakeholders. The OBC's are on track to be completed by Q2 2020/21.
Become a premier tourism destination by:		

Submitting a revised application to the UK National Commission for UNESCO for Global Geopark status for the Mourne and Ring Gullion by November 2019		The revised application for Global Geopark status for the Mourne Gullion Strangford was submitted in November 2019. It is anticipated that the site assessment will take place in Autumn 2020, subject to compliance with COVID-19 restrictions, and if successful, Global Geopark status for the Mourne Gullion Strangford will be officially confirmed in 2021.
Completing phase 2 of the the Carlingford Lough Greenway from Victoria Lock to Omeath, by Q1 2020-21		<p>The Carlingford Lough Greenway, which is a joint project with Louth County Council, has been subject to delay, predominantly as a result of land ownership issues in the Republic of Ireland. The full planning application for phase 2 was submitted in August 2020 and is subject to a 20 week approval process. Construction is likely to commence in Q1 2021-22.</p> <p>Usage of the Greenway by pedestrians and cyclists continues to gain momentum. During 2019-20, there were 30,443 visits by pedestrians (daily average: 91) and 3,702 visits by cyclists (daily average: 11) to the Greenway Victoria Lock. There were also 38,993 visits by pedestrians (daily average: 116) to the Greenway, Dublin Bridge, Newry. The most popular day to use the Greenway is Sunday and the busiest times are 12.00pm and 2.00pm.</p>
Developing and delivering further Visitor Experience Plans		Over the past few years, the Council has been working with local businesses to develop new and unique visitor experiences and has provided a support programme which focuses on sales techniques, marketing insights and pricing. Ten businesses, including the Mourne Seafood Cookery School, Denvirs of Downpatrick, Killowen Distillery and Montalto Estate currently offer 45 destination experiences which are bookable online and include tasting, cookery, history and outdoor experiences.
Launching the Arts, Culture and Heritage Strategy to increase participation in cultural activities		The Arts, Culture and Heritage Strategy for Newry, Mourne and Down sets out an ambitious vision for the transformation of arts, culture and heritage. It outlines plans to invest in the re-development of Newry Town Hall and Sean Hollywood Arts Centre, to help attract new audiences, offer quality events and generate significant economic

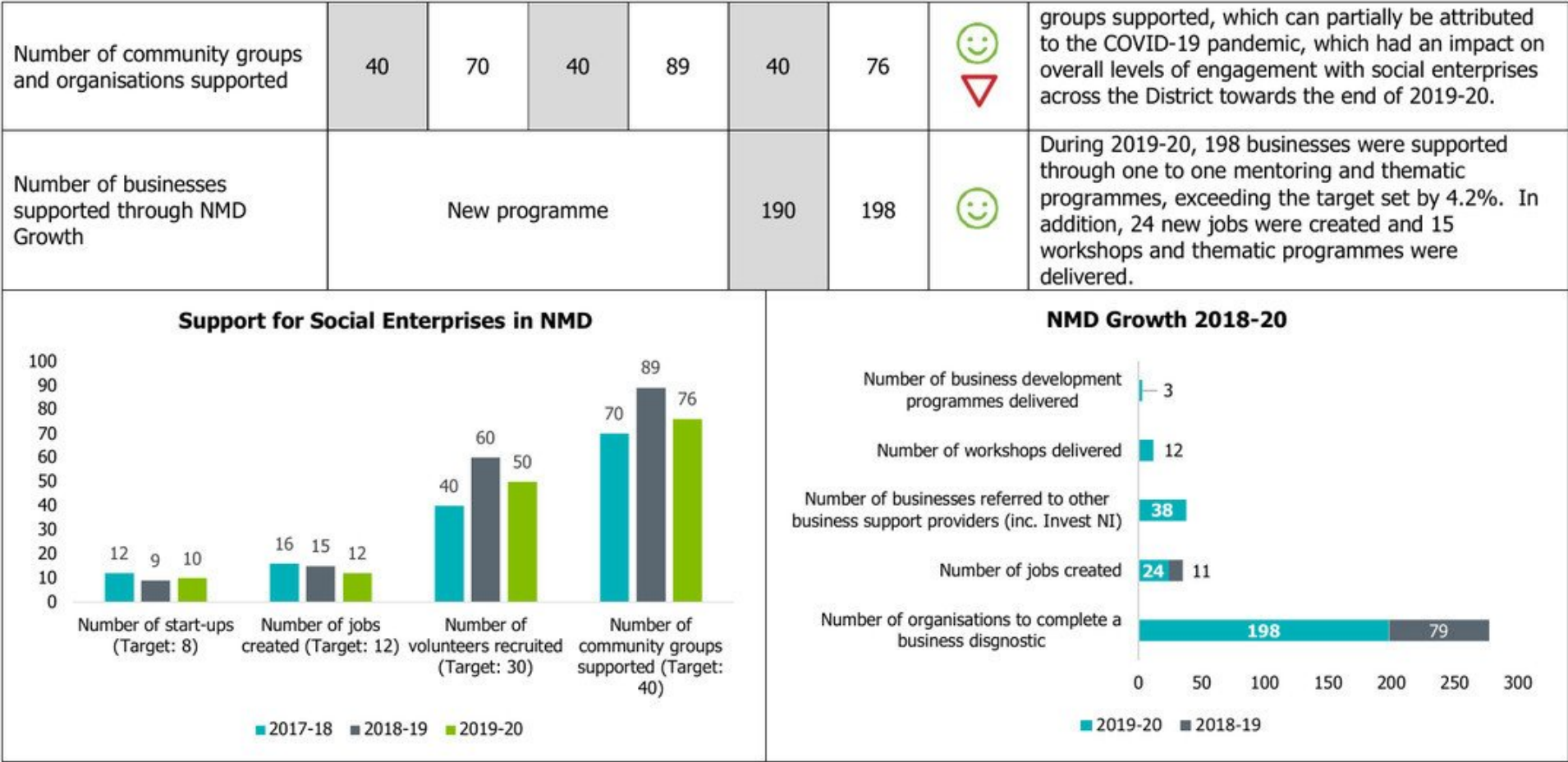
		benefits for local businesses, residents and the District. Between September-December 2019, 17 stakeholders took part in the 12 week consultation process, with 82% of respondents agreeing with the vision and 81% agreeing with the themes within the Strategy. The consultation findings were used to finalise the Arts, Culture and Heritage Strategy, which was approved by the Enterprise, Regeneration and Tourism Committee in March 2020. However, in response to the COVID-19 pandemic, the content of the strategy is currently being reviewed and further updates on revised plans will be released during 2020-21.
Organising five Giant Adventure Festivals across the District:		Between June-August 2019, the Council successfully organised Footsteps in the Forest, Wake the Giant, Festival of Flight, Skiffie Strangford Lough and City of Merchants, which has been combined with the Halloween festival in Newry. Attracting around 116,120 visitors in total, an average satisfaction rating of 97.4% was recorded across the five festivals, which generated an estimated total direct spend of £1,792,256.32 and an indirect spend of £3,226,061.38. The Festival of Flight continuously attracts the highest number of visitors and generates the highest levels of estimated visitor spend, which accounted for 89.2% of all direct visitor spend across the five festivals during 2019-20.
Footsteps in the Forest (Slieve Gullion)		Footsteps in the Forest took place in June 2019, attracting around 8,000 visitors and generating £117,411 in direct visitor spend, including £56,764 for the accommodation sector. Feedback was very positive, with 99% of visitors being satisfied with the event. In addition, 70% of respondents rated the event 10/10, and 78% are likely to visit the area again for a variety of reasons, including shopping and sightseeing.
Skiffie Festival (Strangford Lough)		The Skiffie Festival (Strangford Lough) took place in June 2019, attracting around 1,620 visitors and generating £15,904.32 in direct visitor spend, including £6,640.78 for the accommodation sector. Feedback was very positive, with 95% of visitors being satisfied with the event. In addition, 42% of respondents rated the event 10/10 and 82% are likely to visit the area again for a variety of reasons, including sightseeing and attending another event.







Wake the Giant (Warrenpoint)		Wake the Giant took place in August 2019, attracting around 13,000 visitors and generating £50,458 in direct visitor spend. Feedback was very positive, with 99% of visitors being satisfied with the event. In addition, 71% of respondents rated the event 10/10 and 78% are likely to visit the area again for a variety of reasons, including shopping and sightseeing.
Festival of Flight (Newcastle)		Festival of Flight took place in August 2019, attracting around 90,000 visitors and generating £1,598,025 in direct visitor spend. Feedback was very positive, with 98% of visitors being satisfied with the event. In addition, 59% of respondents rated the event 10/10 and 76% are likely to visit the area again for a variety of reasons, including shopping and sightseeing.
City of Merchants (Newry)		The City of Merchants Festival was combined with the Newry Halloween festival which took place in November 2019. The festival attracted 3,500 visitors and generated £10,458 in direct visitor spend. Feedback was very positive, with 96% of visitors being satisfied with the event. In addition, 45% of respondents rated the event 10/10 and 76% are likely to return to the area for 'something to eat or drink.'

Measure of success	2015-16		2016-17		2017-18		2018-19		2019-20		NI Average 2019-20	Status Trend
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Number of business plans approved	305	342	306	253	245	245	285	300	301	298	255	 
Number of new business starts	207	233	197	172	167	167	194	204	205	203	174	  
(Statutory PI) Number of jobs promoted through business start-up activity	>155	261	>155	192	>155	168	>155	184	>155	183	157	 





Measure of Success	2017-18		2018-19		2019-20		Status Trend	Explanatory Note
	Target	Actual	Target	Actual	Target	Actual		
Number of new social enterprise start ups	8	12	8	9	8	10	😊 🟩	Through the NI Local Government Awards (NILGA), the NMD Social Economy programme was awarded the Best Enterprise initiative in NI 2020. For the past three years, the Council exceeded all targets set through the Social Economy programme, supporting the establishment of 31 start ups, creating 43 new jobs, recruiting 150 volunteers and supporting 235 community groups. However, between 2018-19 and 2019-20, there was a slight reduction in the number of jobs created, volunteers recruited and community
Number of new social enterprise jobs created	12	16	12	15	12	12	😊 🔴	
Number of new volunteers recruited	30	40	30	60	30	50	😊 🔴	

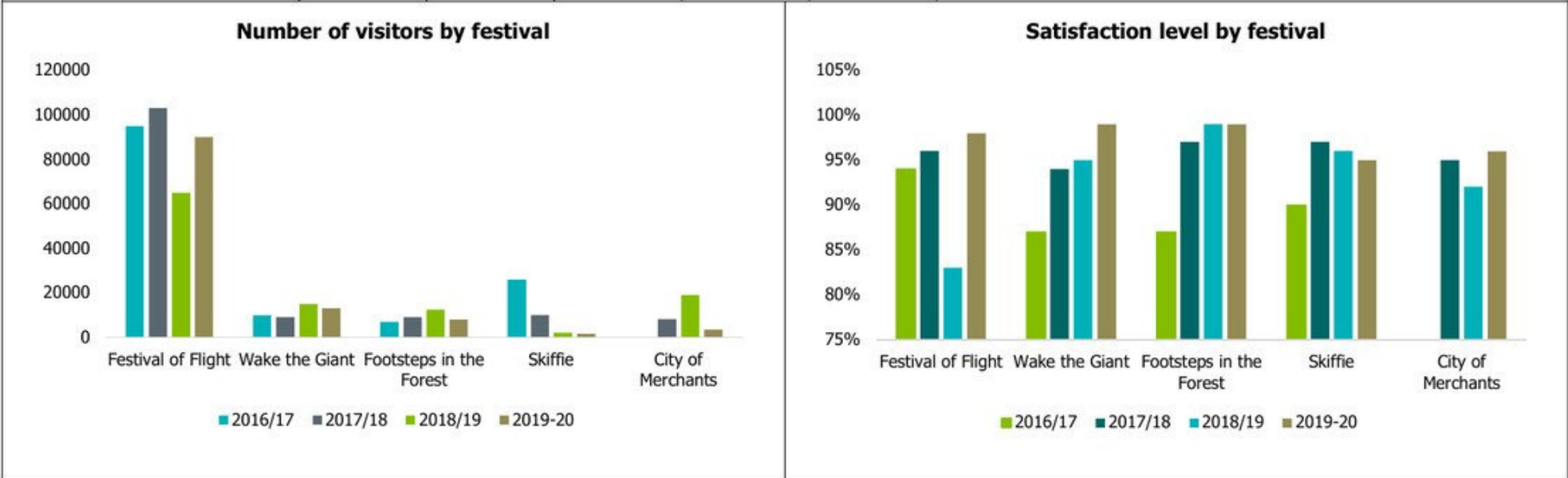


Measure of Success		Status / Trend												
Number of micro and small rural businesses created by March 2020	<div>Rural Business Investment Scheme</div> <table><tr><th>Category</th><th>Target</th><th>Actual</th></tr><tr><td>New businesses created</td><td>55</td><td>17</td></tr><tr><td>Businesses supported</td><td>30</td><td>29</td></tr><tr><td>New jobs created</td><td>137</td><td>133</td></tr></table>	Category	Target	Actual	New businesses created	55	17	Businesses supported	30	29	New jobs created	137	133	 
Category		Target	Actual											
New businesses created		55	17											
Businesses supported	30	29												
New jobs created	137	133												
Number of micro and small businesses in rural areas supported by March 2020	 													
Number of new jobs created in rural areas by March 2020 (FTE)		 												
<p>By March 2020, 17 micro and small rural businesses were created, representing 30.9% of the 2020 programme target. 29 micro and small businesses were supported, representing 96.7% of the programme target and 133 jobs (107 full time and 52 part time) were created, representing 97.1% of the programme target. It should be noted that, whilst 31 small and micro businesses were supported, two businesses dropped out of the programme and did not utilise the grant they were awarded. In addition, the LAG is no longer in a position to meet the target of 55 for new businesses created. The Rural Business Investment scheme is now closed and no further calls for funding will be advertised. In terms of falling short, the target of 55 new businesses was presented as part of the Interim Rural Development Strategy almost four years ago, and this appears to have been somewhat ambitious. Failure to achieve this target is also set against the backdrop of Brexit and the continued uncertainties which have had a significant impact on those businesses and individuals which engaged with the programme.</p>														
Measure of success	2022 Target	2019-20 Actual	Explanatory note											
Number of new jobs created in fishing dependent communities by 2022	55	7	To date, 7 new jobs have been created through the SEA FLAG programme, which represents 12.7% of the 2022 target set. Based on current approved applications, it is anticipated that a further 4 FTE jobs will be created by end of 2022 in the fishing communities of Ardglass, Kilkeel											

Number of new businesses created in fishing dependent communities by 2022	22	-	and Portavogie. Funding has also been approved to establish a new Wellbeing Clinic in Ardglass. The Wellbeing Clinic will be launched during 2020-21 and seeks to support the fishermen and their families, as well as boost the wellbeing of the residents of Ardglass and surrounding areas. To date, 7 people have also obtained new skills through the SEA FLAG programme, which represents 5.4% of the 2022 target set. It should be noted that there is a 'lag' between the initiation of the programme and the subsequent creation of new jobs and businesses, as well as the achievement of qualifications. Progress against the targets set will continue to be monitored by SEA FLAG during the programme period.
New qualifications and skills achieved through SEAFLAG 2 by 2022	130	7	

Measure of Success	2015		2016		2017		2018		NI Average 2018	Status Trend	
	NI Target	NMD Actual	NI Target	NMD Actual	NI Target	NMD Actual	NI Target	NMD Actual			
Growth rate per annum in overnight expenditure in Newry, Mourne and Down	6%	(10.4)%	6%	26.8%	6%	48.4%	6%	(23.3)%	4.5%		Despite a decrease in visitor spend between 2017 and 2018, the overall level of visitor spend increased by 44% since 2015, and an average growth rate of 10% has been achieved annually since 2015.
Number of visitors to Giant Adventure festivals	2016-17	2017-18	2018-19	2019-20	Trend	Explanatory Note					
	137,966	139,150	113,500	116,120		The total number of visitors to the five festivals increased between 2018 and 2019. This can largely be attributed to an increase in visitors to the Festival of Flight, from 65,000 in 2018, when the event was impacted by inclement weather conditions, to 90,000 in 2019.					
Total estimated spend associated with Giant Adventure festivals	-	£7,173m	£5,818m	£3,226m	Datasets not comparable	The total estimated spend, including direct spend, associated with the Giant Adventure Festivals has reduced over the past four years. However, the 2019 festivals were considered to be a					

Estimated direct spend at Giant Adventure festivals	£4,215m	£3,985m	£3,232m	£1,792m		huge success, with high visitor numbers and levels of satisfaction. The reduction in spend may therefore be attributed to the variances in the methodologies used to evaluate the festivals over the past four years. Going forward, the Council plans develop an evaluation framework for events and festivals, which will establish a more consistent methodology with comparable datasets in future years.
Level of visitor satisfaction with Giant Adventure festivals	90%	96%	93%	97.4%	△	The level of visitor satisfaction with the five festivals has improved over the past four years, including an improvement of 4.4% between 2018 and 2019. This may be attributed to the level of satisfaction with the Festival of Flight, which increased from 83% in 2018 to 98% in 2019.





*The methodology for evaluating the Giant Adventure festivals has been subject to variation over the past four years. Year on year comparisons in relation to satisfaction should be treated as indicative and year on year comparisons in relation to spend associated with the event are not considered to be comparable. For 2019-20, the Council used a multiplier of 0.8 on the direct spend to calculate the estimated indirect and induced expenditure associated with each festival.

Corporate Objective



Lead the regeneration of urban and rural areas




Measure of Success	2020 Target	2019-20 Actual	Status	Explanatory Note
Increased number of new businesses and jobs created in rural areas	55 new micro and small businesses created in rural areas	17 new micro and small businesses created in rural areas	☹️	Since 2015, 17 new micro and small businesses have been created which represents 30.9% of the programme target and 133 new jobs have been created which represents 97.1% of the programme target.
	137 new jobs created in rural areas	133 new jobs created in rural areas	😊	


Performance Improvement Objective



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


Supporting action	Status	Progress
Manage and promote the heritage of Warrenpoint Municipal Park by:		<p>Warrenpoint Municipal Park officially re-opened in August 2018 and achieved the Green Flag award for environmental sustainability in July 2019. In February 2020, an application was submitted to Keep Northern Ireland Beautiful to retain the Green Flag. However, judging was delayed as a result of the COVID-19 pandemic, and the outcome of the application is scheduled to be announced officially in October 2020. The Customer Satisfaction Surveys, which were scheduled to take place during Q4 2019-20, have also been delayed in response to the COVID-19 pandemic, and are likely to take place during 2020-21.</p> <p>The implementation of the Activity Plan, which creates opportunities for people to volunteer and engage with the heritage of the park is well underway, and progress to date includes:</p> <ul style="list-style-type: none"> • 18 school visits to explore the biodiversity and heritage of the park. • 33 public events, including craft and entertainment sessions for children and Bandstand Sundays. • 14 natural heritage activities. • Recruitment of 20 volunteers who have contributed to the Park Steering Group, student volunteer schemes (horticulture and heritage), training and community contributions to the collective memories heritage project.
Obtaining the Green Flag award for environmental sustainability by Q1 2019-20	😊	
Carrying out Visitor Surveys in Q2 2019-20	😐	
Creating opportunities for people to volunteer and engage with the heritage of the park	😊	
Implement the Areas of Outstanding Natural Beauty (AONB) Actions	😊	


Plans for the Ring of Gullion and Strangford Lough and Lecale		<ul style="list-style-type: none"> • Working with 166 conservation volunteers to deliver 1,070 hours of work to help protect the environment. • Completing the 5-year delivery phase of the Ring of Gullion Landscape Partnership Scheme and agreeing the ten-year legacy phase Action Plan. • Engaging over 100 business from the tourism and heritage sectors in the AtlanticCultureScape project. • Commencing a three year programme of invasive species management in the Ring of Gullion AONB. • Engaging with farmers to produce five Farm Plans to increase productivity using green infrastructure. • Distributing over 20,000 native Irish trees in the Ring of Gullion AONB. • Maintaining over 2.5km of upland trails on the Slieve Gullion Special Area of Conservation, which records over 30,000 visits per year. • Collecting two tonnes of marine litter from the shores of Strangford Lough, with assistance from conservation volunteers. • Successfully being awarded £100,000 to fund the two year 'Dragon in the Hills' project, which commenced in April 2020. • Engaging 22 people in Leave no Trace training. • Completing an ecological survey and management plan for Delmont Country Park, for delivery during 2020-2021.
Work with the Department for Communities to commence phase III of the Newry Hill Street environmental improvement scheme, to include street lighting, paving and street planting (subject to planning permission)		The £1.3m Newry Lower Hill Street Environmental Improvement Scheme commenced in May 2020. The scheme will deliver improvements to the local streetscene and has an anticipated completion date of March 2021. Post project evaluations will be issued directly for schemes that have already been completed.
Work with partners to explore options to complete the final phases		The Council is working in partnership with the County Down Rural Community Network to undertake a community consultation process to help reach an agreed way forward in relation to the final phases of the Forkhill Masterplan.







of the Forkhill Masterplan, to include an on-site mixed use development		The consultation process has been delayed in response to the COVID-19 pandemic and is currently being re-scheduled to commence in Q4 2020-21.
Undertake the delivery of 16 gateway signs and 7 environmental improvement schemes identified in the Village Plans, to include street lighting, paving and street furniture (subject to planning permission)		The Council has secured the full funding package, obtained planning approvals, and completed the procurement process for the seven environmental improvement schemes. The contractor commenced onsite in January 2020, with a targeted completion date of December 2021. However, in response to COVID-19, onsite works were temporarily suspended and a new completion date of March 2021 has been agreed. Following discussions with the Department for Infrastructure, it has been agreed that the 16 gateway signs will not proceed, and the funding has therefore been allocated towards the seven environmental projects.
Commence the delivery of capital works at the Derrymore Demesne through a play area, trail development, interpretation and other infrastructural projects		The Council has secured the full funding package, obtained planning approvals and completed the contractor procurement process for the Derrymore Demesne. The contractor was appointed in February 2020 and was scheduled to commence onsite in March 2020, with a completion date of August 2020. However, in response to COVID-19, onsite works were delayed and a new completion date of March 2021 has been agreed.
Work in partnership with the relevant Departments to improve digital connectivity across the District		<p>The Council has proactively worked with relevant partner organisations and Departments to enhance digital connectivity across the District:</p> <ul style="list-style-type: none"> Newry, Mourne and Down hosts the Full Fibre Northern Ireland Consortium (FFNI) which is comprised of the ten local authorities outside Belfast. The Consortium has been awarded up to £24m from the Department for Digital, Culture, Media and Sport (DCMS) to implement a new collaborative programme to drive greater investment in fibre and digital infrastructure across the region. The Consortium's phased delivery programme will manage the Local Full Fibre Networks (LFFN) investment, provide a vehicle to deliver further fibre initiatives and ensure a vital local link for future digital programmes, such as Project

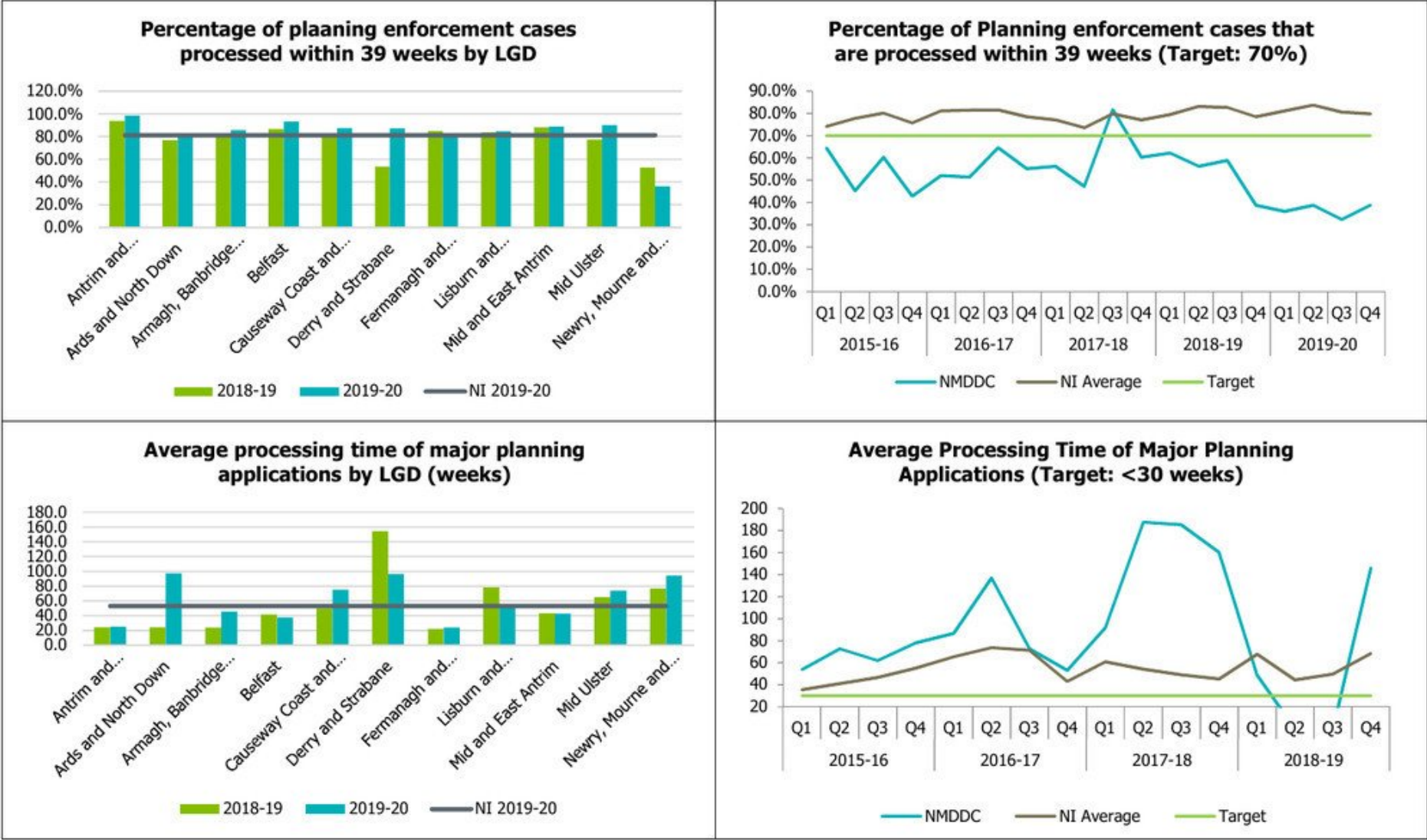
		<p>Stratum and the Belfast Region City Deal, thereby facilitating a joined-up approach to digital investment across the region.</p> <ul style="list-style-type: none"> • FFNI aims to connect up to 969 public sector buildings across Northern Ireland, 74 of which are based in Newry, Mourne and Down. The project will improve accessibility to and use of existing public assets (Council hubs) to bring homes and businesses, not currently within scope for commercial investment, within reach of fibre connection points, thereby improving the business case for suppliers to roll out further fibre. • The project will build additional fibre access points to extend backhaul and access networks to provide capacity for connecting additional full fibre deployments in housing and business areas. Full fibre will also attract more investment into the business infrastructure and subsequent creation of more high value local jobs. Full fibre coverage across Northern Ireland is therefore essential to meet future demands.
Progress the production of the Local Development Plan		<p>The Council has completed stage 1 of the process which includes the initial plan preparation, analysis of the Preferred Options Paper (POP) representations and preparation of the Interim Consultation Report. Stage 2 of the process is currently underway. This includes the preparation and adoption of the draft Plan Strategy, ongoing baseline evidence and policy review across a number of work strands, including Retail and Commercial Leisure and Landscape Character Assessment, Employment Needs Analysis, Urban Capacity, Housing Monitor, all of which will inform the draft Plan Strategy and associated Technical Supplements.</p> <p>The Draft Plan Strategy, is the first of two Development Plan Documents and will be subject to public consultation and Independent Examination (IE) prior to adoption. The current timetable programmes the Plan Strategy to be adopted in 2022-23. Stage 3 of the process includes the preparation and publication of the second Development Plan Document, draft Local Policies Plan, which will</p>

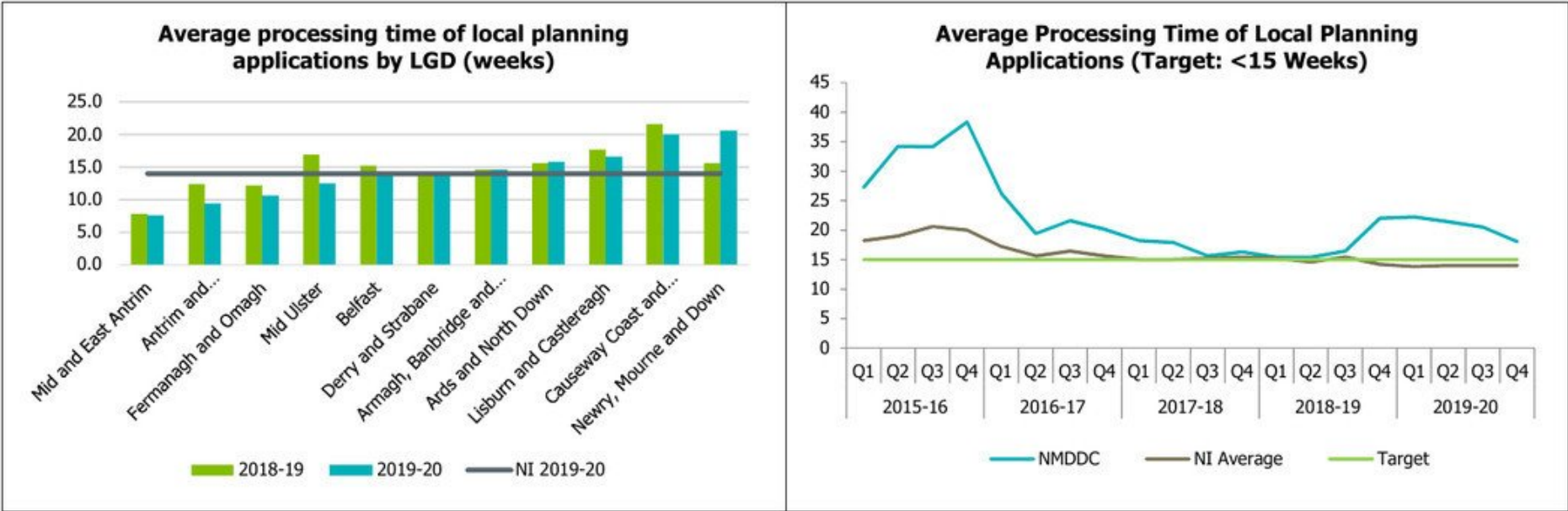
		also be subject to public consultation and IE before adoption. The current timetable programmes the LDP to be fully adopted by 2025-26, and this timetable is subject to ongoing review*.
Improve the processing times of major and local planning applications and planning enforcement cases		During 2019-20, Newry, Mourne and Down received the second highest number of planning applications (1,488) and issued the highest number of planning decisions (1,571). This accounts for 13.4% of all planning decisions made across N Ireland, and when compared to 2018-19, represents an increase of 26.5% for Newry, Mourne and Down. Whilst Newry, Mourne and Down also recorded the greatest increase in approval rate across N Ireland, from 80.2% in 2018-19 to 88.7% in 2019-20, this remains the lowest amongst the 11 Councils, and falls well below the current regional average of 94%.
		Between 2018-19 and 2019-20, the number of major planning applications received by Newry, Mourne and Down increased from 6 to 8 and the number of decisions issued increased from 7 to 12. However, only 13.3% of major planning applications were processed within the statutory standard of <30 weeks, which is well below the regional average of 26.1%. The high average processing time of 94 weeks for major planning applications can partially be attributed to the four legacy applications, which recorded an average processing time of 295.4 weeks, compared to 71 weeks for the 11 Council received applications.
		In 2019-20, Newry, Mourne and Down received 1,480 local planning applications, which is the second highest across N Ireland and represents a slight increase when compared to 2018-19. Whilst the number of decisions also increased from 1,235 in 2018-19 to 1,559 in 2019-20, only 33.7% of applications were progressed within the statutory standard of <15 weeks, which falls below the regional average of 54.1%, and is the lowest across N Ireland.

		However, significant improvements were made during 2019-20 when 43.3% of local applications were processed within <15 weeks in Q4 compared to just 24.5% in Q1. Furthermore, the average processing time improved throughout the year, from 22.2 weeks in Q1 to 18 weeks in Q4. The increased annual processing time for local planning applications in 2019-20 may partially be attributed to the average processing time of 280.5 weeks for the 10 legacy applications compared to 20.6 weeks for the 1,619 Council received applications.
		In 2019-20, the Council opened 344 enforcement cases and closed 615 cases, which is almost three times higher than the 218 cases closed in 2018-19. However, between 2018-19 and 2019-20, the percentage of enforcement cases processed within 39 weeks reduced from 52.9% to 36.2% which falls well below the regional average of 81.4%, and is the lowest across N Ireland.

Measure of success	2015-16	2019-20		2020-21	Status	Explanatory note
	Actual	Target	Actual	Target		
Number of visitors to Warrenpoint Municipal Park	20,865	27,900	205,126	35,000		Visitor counters were installed in Warrenpoint Municipal Park in April 2019 and during 2019-20, the total number of visits reached 205,126, exceeding the target set by 486%. Whilst the Visitor Satisfaction Surveys were not carried out during 2019-20, in response to the COVID-19 pandemic, informal feedback in relation to the Warrenpoint Municipal Park activity programme has been very positive.
Visitor satisfaction with Warrenpoint Municipal park	68%	74%	-	80%	-	
Number of people who believe Warrenpoint Municipal park enhances their quality of life	31%	40.5%	-	50%	-	
Improved business/visitor perception and reduced/sustained vacant properties by 2020-21, following the completion of the Newry, Warrenpoint and Downpatrick environmental improvement and revitalisation schemes*.	The post project evaluations for the Downpatrick, Newry and Warrenpoint schemes will be carried out in 2020-21.					

	2015-16		2016-17		2017-18		2018-19		2019-20		Status
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
(Statutory PI) Percentage of Planning enforcement cases that are processed within 39 weeks	70%	54.1%	70%	56.1%	70%	59.9%	70%	52.9%	70%	36.2%	 
(Statutory PI) Average processing time of major planning applications	<30 weeks	56.4 weeks	<30 weeks	86.6 weeks	<30 weeks	127.6 weeks	<30 weeks	76.6 weeks	<30 weeks	94 weeks	 
(Statutory PI) Average processing time of local planning applications	<15 weeks	34.6 weeks	<15 weeks	23 weeks	<15 weeks	17 weeks	<15 weeks	18 weeks	<15 weeks	20.6 weeks	 
<ul style="list-style-type: none"> The percentage of enforcement cases processed within 39 weeks reduced significantly, from 52.9% in 2018-19 to 36.2% in 2019-20, falling well below the regional average of 81.4% and statutory standard of 70%. The Council is ranked 11/11 across N Ireland for processing planning enforcement cases within 39 weeks. The processing time for major planning applications increased from 76.6 weeks in 2018-19 to 94 weeks in 2019-20, which is well above the regional average of 52.8 weeks and statutory standard of <30 weeks. The Council is ranked 9/11 across N Ireland for processing major planning applications within 30 weeks. The processing time for local planning applications increased from 18 weeks in 2018-19 to 20.6 weeks in 2019-20, which is above the regional average of 14 weeks and statutory standard of <15 weeks. The Council is ranked 11/11 across N Ireland for processing local planning applications within 15 weeks. 											










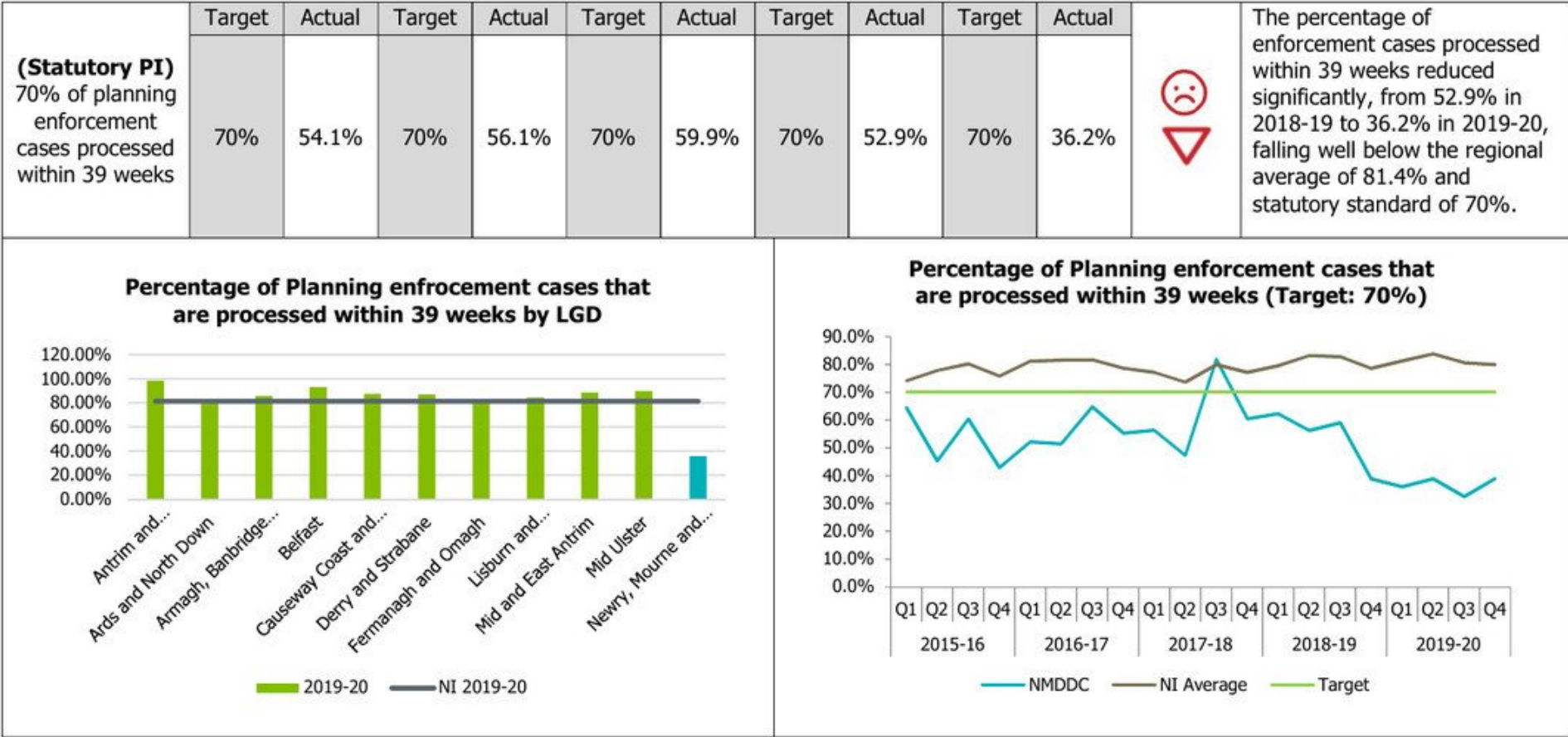
Community Planning Outcome

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

Corporate Objective




Protect our natural and built environment



Measure of Success	2015-16		2016-17		2017-18		2018-19		2019-20		Status Trend	Explanatory Note
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Level of waste to landfill – zero waste to landfill across the District (tonnes)	<26,396	16,265	<25,036	5,393	<23,675	2,612	<22,314	1,846	<22,954	2,133	 	Since 2015-16, the amount of biodegradable local authority collected municipal waste that is sent to landfill reduced by 86.9%, to 2,133 tonnes, and the Council exceeded the 2019-20 target set by 90.7%. However, over the past year, the Council reported a 15.6% increase in the amount of waste sent to landfill.
Completion of flood defences at Camlough Lake	-	-	-	-	Complete	-	-	-	-	-		The £3m Camlough Dam refurbishment project was delivered in partnership with NI Water and received a Construction Excellence award from the Construction Employers Federation in the Transport and Utilities Infrastructure category.




Performance Improvement Objective

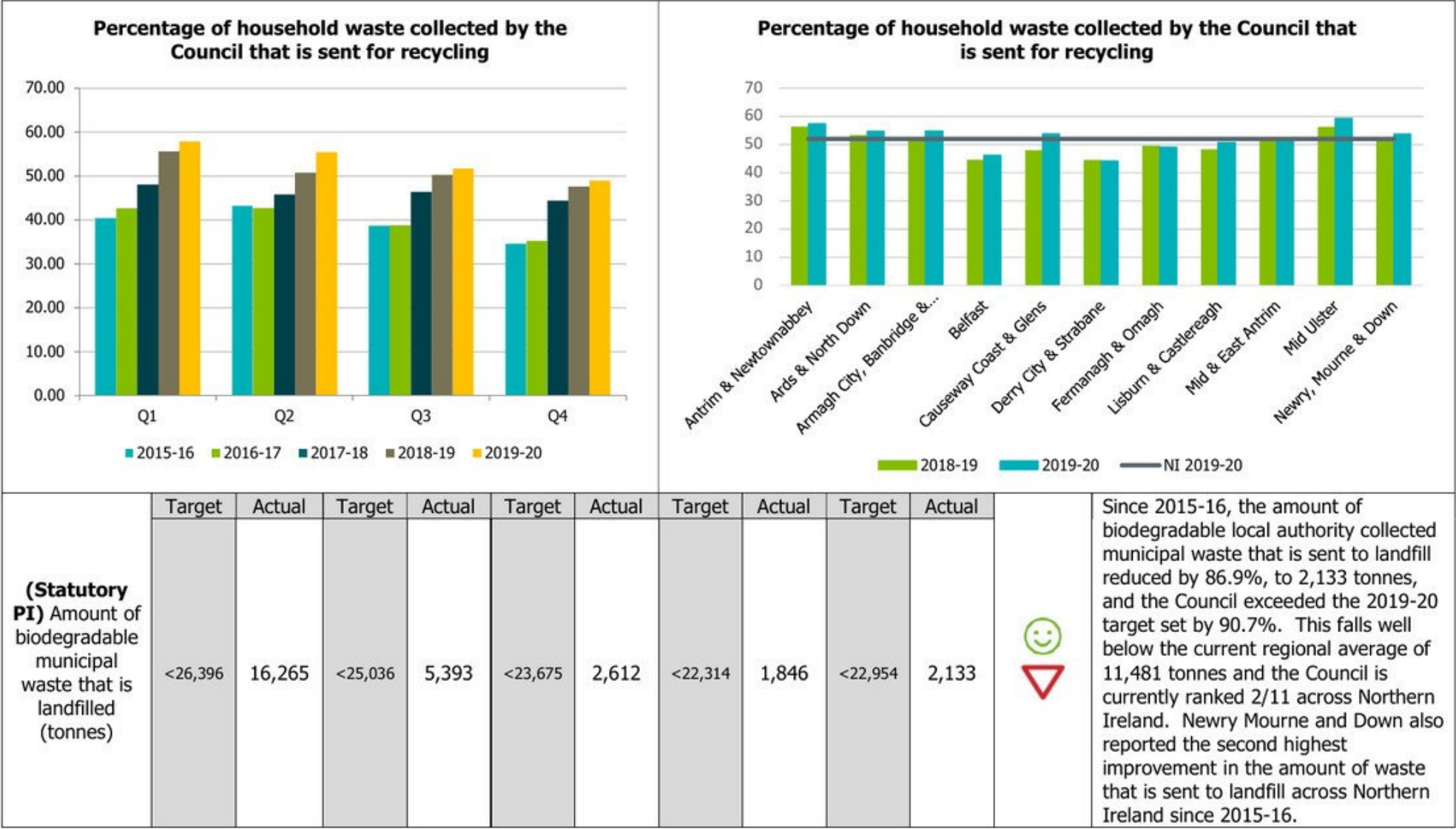
Create a cleaner, greener, more attractive District

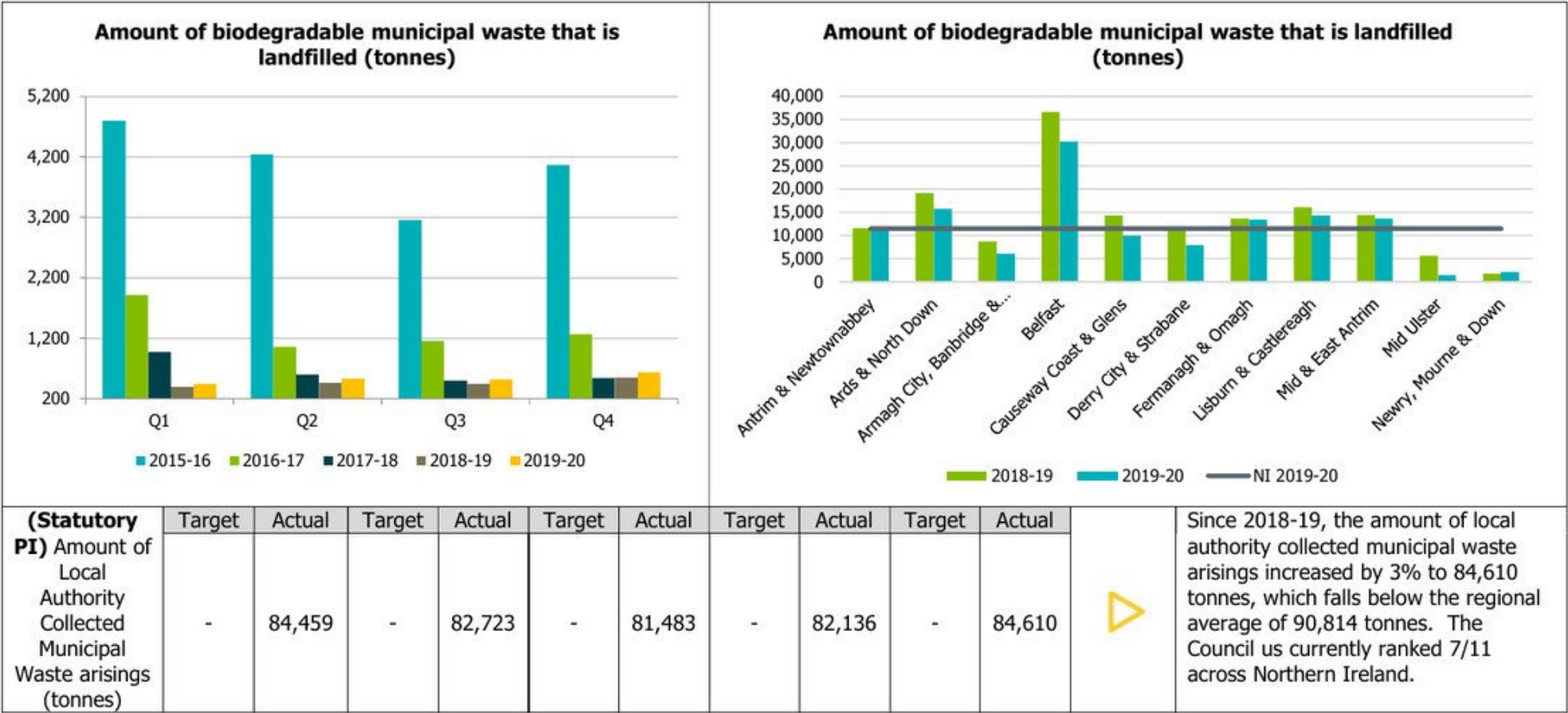
Supporting action	Status	Progress
Increase and support public participation in local clean up campaigns and initiatives such 'Live Here Love Here' and 'Cleaner Greener Communities'		The Council actively supports voluntary clean ups by loaning equipment such as litter pickers, bags, vests and gloves, and removing the waste collected. During 2019-20, the Council assisted with 94 clean-ups which were carried out by local schools, community groups and businesses, and supported events organised by Keep NI Beautiful. During June-July 2019, 16 community groups participated in the 'Cleaner Greener Communities' initiative, receiving assistance with litter picks, promoting anti dog fouling and raising awareness of food recycling.
Address issues around dog fouling, littering and illegal dumping through the development of the Enforcement Improvement Plan and implementation of the Dog Fouling Strategy		<p>The Enforcement Improvement Plan was approved in June 2019 and seeks to secure a more strategic and co-ordinated response to the enforcement of illicit dumping, littering and dog fouling across the District. Whilst the delivery of some actions within the plan have been impacted by the COVID-19 pandemic, progress to date can be summarised as follows:</p> <ul style="list-style-type: none"> • Dog licenses have been mapped across the District, which will be compared with dog fouling 'hot spots' in order to identify potential correlations and target resources accordingly. • Development and approval of a Litter Bin Provision Policy. • Continued roll-out of phase 1 of the Dog Fouling Strategy which promotes responsible dog ownership. • Increase in the number of fixed penalty notices issued for littering and dog fouling. • Ongoing collaboration with Louth County Council to address shared issues around fly tipping.
Undertake targeted awareness raising to communicate the detrimental impact of		During 2019-20, the Council actively worked with schools, community groups and volunteers to promote environmentally friendly practices:

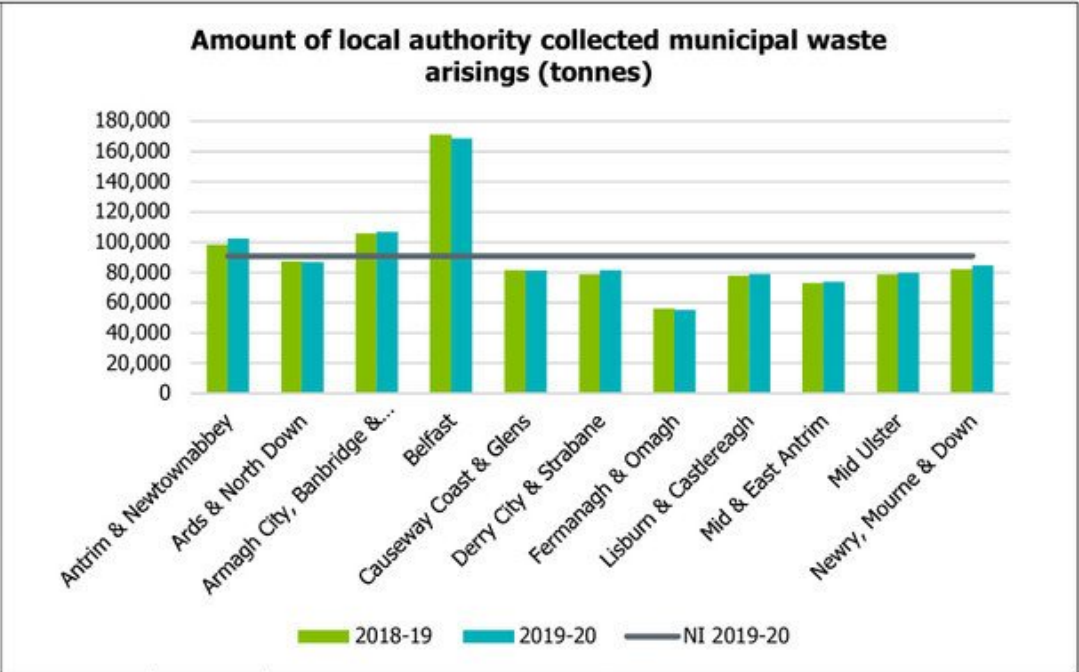
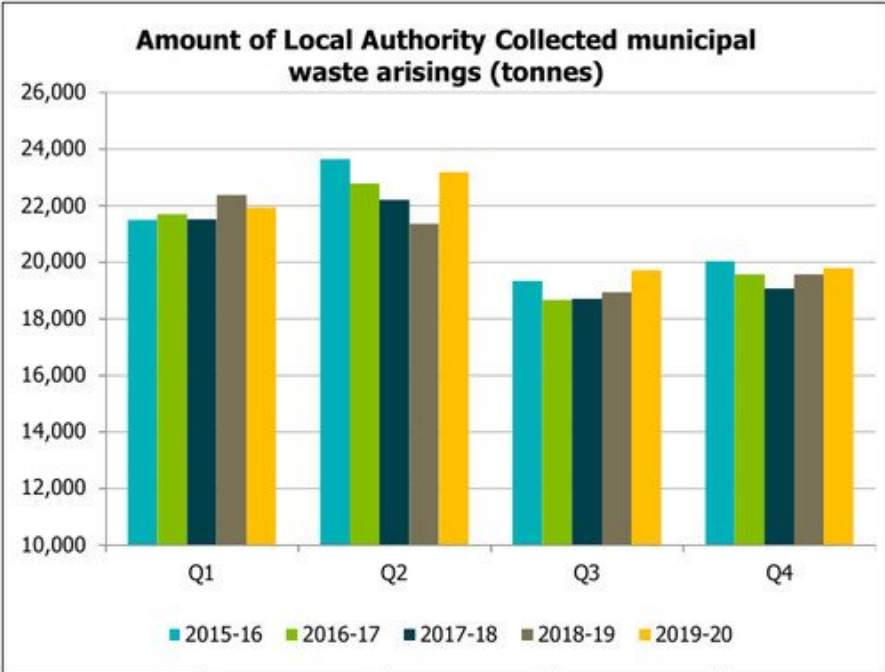
environmental crime and the importance of recycling		<ul style="list-style-type: none"> Through the Financial Assistance Scheme, £9,935 was awarded to 10 projects through the Local Biodiversity Enhancement Scheme. Projects included the creation of a sensory garden at the Ark Community Gardens in Newcastle and the installation of supplementary feeders and wildlife cameras for red squirrels on the Montalto Estate, Ballynahinch. 122 visits to schools and community groups to deliver talks on waste management and recycling. 10 schools were awarded their first green flag bringing the total number of schools in the District with an active green flag to 43. Eight schools attended a reception which was hosted by the Chairperson to celebrate being awarded their first green flag and 41 teachers attended eco schools information sessions in Downpatrick and Newry. 55 schools took part in the annual schools calendar competition which promotes the benefits of recycling and environmental issues to children and young people. 15,000 copies of the calendar were produced and distributed across the District.
Standardise how glass is collected across the District		Glass collection is fully standardised across the Newry, Mourne and Down District. Between 2018-19 and 2019-20, the amount of blue bin recyclables increased by 13.9%, from 11,403.94 tonnes to 12,991.48 tonnes, which is the largest recorded increase in the collection of blue bin recyclables over the past five years.
Open the Downpatrick Household Recycling Centre in Q2 2019-20		The Downpatrick Household Recycling Centre opened to the public in August 2019, with the official opening taking place in October 2019. This £1m facility will make it easier for residents to recycle a range of items, including paper, wood and metal.

Review Household Recycling Centres across the District, in relation to opening hours, entrance and usage, receipt of waste and license conditions		The review of the ten Household Recycling Centres is underway. During Q4 2019-20, the Council carried out a Customer Survey at the three HRC's (Ballynahinch, Castlewellan and Downpatrick) in the legacy Down District. The survey explored issues around site usage, sorting waste and distance travelled to use the HRC, and the findings will be used to inform the review process in the future.
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Measure of Success	2015-16		2016-17		2017-18		2018-19		2019-20		Status Trend	Explanatory Note
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
(Statutory PI) Percentage of household waste collected that is sent for recycling	50% by 2020	38.9%	50% by 2020	40.1%	50% by 2020	46.1%	50% by 2020	51.4%	50% by 2020	53.7%	 	Since 2015-16, the Council increased the overall rate of recycling by 14.8%, to 53.7%, exceeding the 50% recycling target by 2020. The rate of recycling is also well above the current regional average of 52% and the Council is ranked 6/11 across Northern Ireland. Newry Mourne and Down has also reported the second highest improvement in the rate of recycling across Northern Ireland since 2015-16.



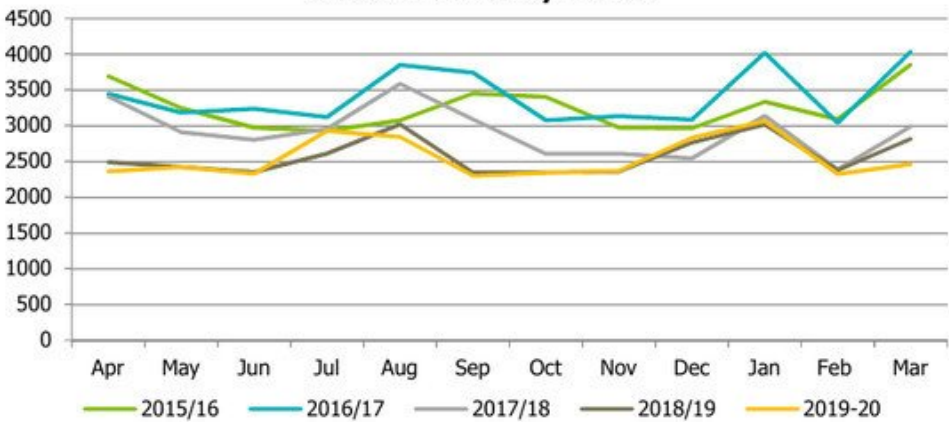




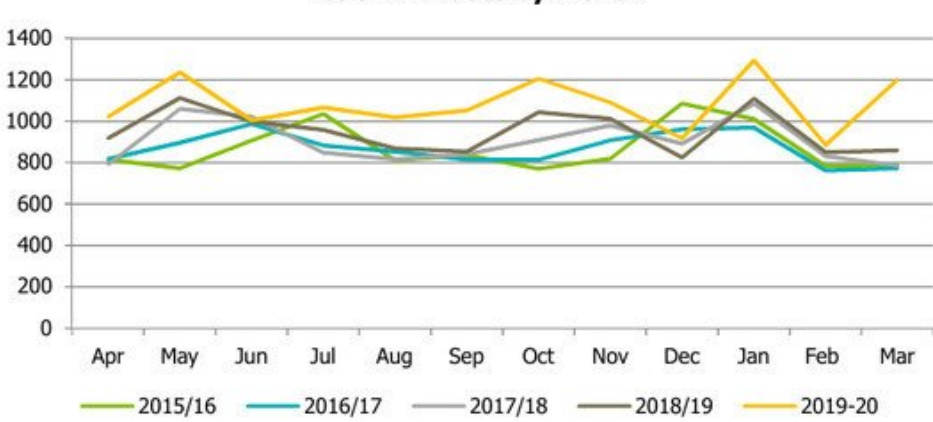
	2015-16	2016-17	2017-18	2018-19	2019-20	Status	Explanatory Note
Amount of black bin waste (tonnes)	38,987.83	40,959.84	35,028.49	30,924.78	30,577.00	△	<p>Between 2015-16 and 2019-20, there was an overall increase of 7.2% in the amount of kerbside waste collected, which can partially be attributed to the 3% increase in the number of households over the same period. This includes a 1.3% reduction in kerbside waste between 2016-17 and 2018-19, followed by a 3.9% increase between 2018-19 and 2019-20. Over the past five years, there has been a:</p> <ul style="list-style-type: none">• 21.6% reduction in the amount of black bin waste collected, including a 1.1% reduction between 2018-19 and 2019-20.• 24.5% increase in the amount of blue bin waste collected, including a 13.9% increase between 2018-19 and 2019-20.
Amount of mixed dry recyclables (tonnes)	10,432.1	10,432.2	10,857.96	11,403.94	12,991.48	△	
Amount of brown bin waste (tonnes)	7,488.02	8,107.76	12,988.9	16,380.53	17,441.51	△	

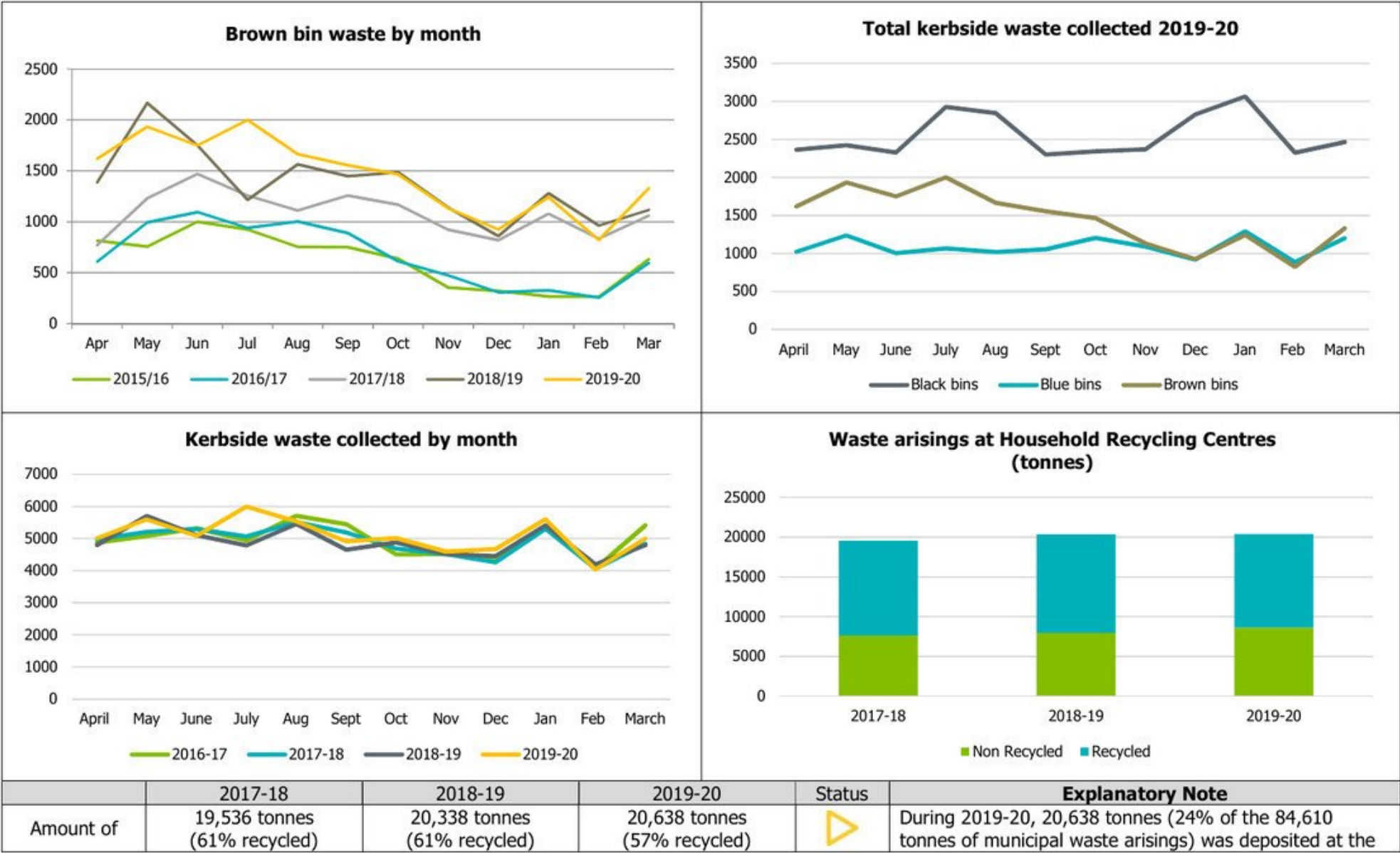
- 132.9% increase in the amount of brown bin waste collected, including a 6.5% increase between 2018-19 and 2019-20.



Black bin waste by month



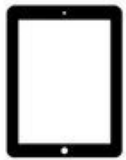
Blue bin waste by month





general waste arisings at Household Recycling Centres					Council's ten Household Recycling Centres (HRC's), 57% of which was recycled. When compared to 2018-19, this represents a 1.5% increase in waste arisings at HRC's, coupled with a 4% decrease in the amount of waste which is recycled. Through the review of HRC's, the Council aims to increase segregation efficiency to 70% recycling by 2022.
Percentage of bins collected on their scheduled day	Baseline data to be established				 In the absence of a Management Information System, this measure will be progressed further through the routes optimisation project which is currently being scoped out in liaison with APSE (Association of Public Service Excellence).
Level of street cleanliness across the district	2017-18	Apr 2018	2018-19	2019-20	 Keep Northern Ireland Beautiful carries out Cleaner Neighbourhoods Surveys on an annual basis. In 2019-20, the LEAMS score for the District was 64, which is the lowest across N Ireland and below the regional average of 68. This represents a significant reduction when compared to the 2018-19 LEAMS score of 72. The Council remains committed to improving the level of street cleanliness across the District and will carry out further research to determine why the score has decreased.
	72	66	72	64	

*2019-20 data in relation to the statutory and self imposed performance indicators for waste management remains provisional, as the end of year data is currently being validated by DAERA, and will be published in Q3 2020-21. There are slight variances between the quarterly figures and the rolling twelve year figures, as outlined in the DAERA reports.



Community Planning Outcome

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

Corporate Objective






Empower and improve the capacity of our communities




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


Performance Improvement Objective

Encourage and empower local communities to participate in Council engagement structures

Supporting action	Status	Progress
Strengthen the level of engagement and participation in the following structures:		Of the 203 places currently occupied on the five community engagement structures, 60 (30%) are taken by Elected Members, 39 (19%) are taken by statutory sector partners and 104 (51%) are taken by representatives from the voluntary, business and community sectors. Through regular meetings and capacity building events, stakeholders have the opportunity to inform and influence the local decision-making process by collaborating with the Council to make a positive impact across key thematic

		areas, including community safety, good relations, community development and health and wellbeing.
Policing and Community Safety Partnership (PCSP)		With a total of 26 members, the PCSP is made up of 10 Elected Members, nine independent members and seven statutory organisations, including the NI Housing Executive and Southern Health and Social Care Trust. The PCSP and Policing Committee meet on a bi-monthly basis, and the PCSP is responsible for leading the implementation of the PCSP Action Plan.
Neighbourhood Renewal Partnerships		With a total of 56 members, the Downpatrick and Newry Neighbourhood Renewal Partnerships are made up of 23 statutory organisations and 33 representatives from the voluntary and community sectors. Both Neighbourhood Renewal Partnerships generally meet on a bi-monthly basis, with regular thematic meetings taking place, and are responsible for leading the implementation of their respective plans.
DEA Forums		The seven DEA Forums are currently made up of 84 members, including 41 Elected Members and 43 Independent Members, representing networks across the statutory, voluntary, community and business sectors. The DEA Forums generally meet on a bi-monthly basis and hold around three public engagement events per annum.
Peace IV Partnership		With a total of 23 members, the PEACE IV Partnership is made up of nine Elected Members, nine social partners and five statutory organisations, including the PSNI and Education Authority. The partnership meets on a monthly basis and is responsible for leading the implementation of the PEACE IV Programme which aims to promote peace and reconciliation across the themes of 'children' and young people', 'shared spaces and services' and 'building positive relationships'.
Community and Voluntary Sector Strategic Stakeholder Forum		The Strategic Stakeholder Forum is made up of 14 representatives from the Community and Voluntary Sector, including the Confederation of Community Groups, County Down Rural Community Network and Volunteer Now. The Forum meets on a quarterly basis and is aligned to the community planning structures for Newry, Mourne and Down.

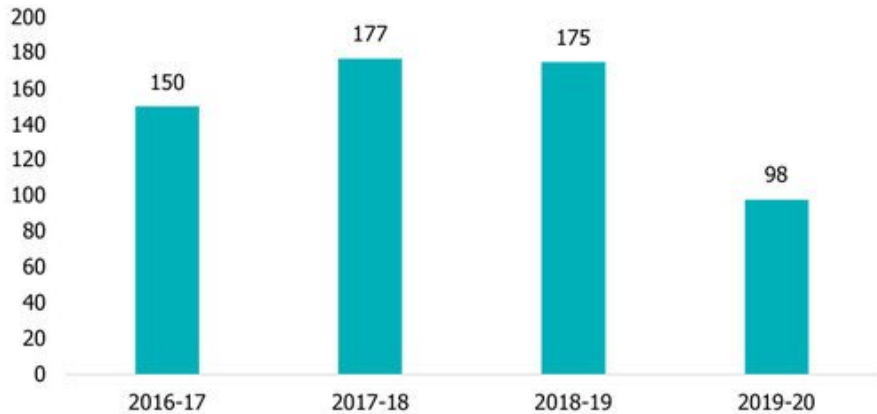

Reduce the risk of being burgled and address the fear of crime by promoting the Neighbourhood Watch, 'Good Morning, Good Neighbour' and 'Home Secure' schemes		The 2018 Residents Survey revealed that 94% of residents feel 'very safe' or 'fairly safe' in their local area during the day compared to only 2% of residents who feel 'very unsafe' or 'fairly unsafe'. 87% of residents feel 'very safe' or 'fairly safe' in their local area after dark, compared to 5% of residents who feel 'very unsafe' or 'fairly unsafe'. In addition, between 2018-19 and 2019-20, the number of homes secured through the 'Home Secure' scheme increased by 14%, from 637 to 727 and the number of calls made through the 'Good Morning Good Neighbour' scheme increased by 8%, from 42,029 to 45,391. The 'Good Morning Good Neighbour' scheme is a joint initiative, funded in partnership with the Southern Health and Social Care Trust.
Through the Financial Assistance Scheme, support local community and voluntary groups to deliver projects across key areas including festivals, sports development, community engagement, good relations, community safety and Irish Language		Since 2015-16, the Council has awarded over £5.7m to 1,900 applications through the Financial Assistance Scheme. During 2019-20, the most popular themes amongst applicants were 'community engagement', 'sports active', 'community events and festivals' and 'summer schemes', which accounted for 54.7% of all applications and 57.2% of the applications which were awarded funding. During 2019-20, the Council awarded £1.25m to 498 applications across 18 themes, including good relations, community safety, Irish language and tourism events. Of the 221 questionnaires returned by successful applicants, 77% indicated that, without financial assistance from the Council, their project would not have taken place, and 94.5% were satisfied with the level of support received from the Programmes Unit.
Positively engage local groups in Council initiatives, including young people, older people and black and minority ethnic communities		<p>During 2019-20, the Council proactively engaged children, young people, older people and black and minority ethnic communities in a diverse range of initiatives.</p> <p>Almost 4,000 attendances, particularly young people, were recorded at 66 initiatives, including:</p> <ul style="list-style-type: none"> • European Children's Day in Newry which 200 people attended. • Castlewellan Play Day which attracted 225 people. • World Mental Health Day schools event which 240 young people attended. • The 'Building Resilience' programmes in local primary schools which 230 children participated in.

		<ul style="list-style-type: none"> The Shared Schools programme in Newry and Slieve Gullion which 120 young people took part in. <p>Over 1,000 attendances, particularly elderly people, were recorded at 13 initiatives including the:</p> <ul style="list-style-type: none"> Silver Screenings in Downpatrick and Newry which 650 people attended. Senior Tea Dances in Newcastle and Warrenpoint which attracted almost 200 people, providing them with an opportunity to access advice, support and resources dedicated to improving health, wellbeing and safety. Three intergenerational initiatives, which were the PEACE IV Social Soup programme, Halloween Tea Party in Warrenpoint and Christmas Carol service in Downpatrick, which over 180 people took part in. <p>Over 700 attendances, including those from black and minority ethnic communities, were recorded at 16 initiatives to celebrate cultural diversity and acknowledge the benefits of living in an inter-cultural society, including the:</p> <ul style="list-style-type: none"> Traveller living History Exhibition in Newry which attracted 220 attendees. The Council also continues to host the Newry, Mourne and Down Traveller Forum which meets on a quarterly basis, championing Traveller rights and discussing issues around accommodation provision and youth initiatives. Syrian Refugee event in Downpatrick which 120 people attended. Through the Executive Office Crisis Fund, £4,500 was also allocated to around 48 migrant families which were affected by rent increases, possible evictions, homelessness and COVID-19.
Explore opportunities to strengthen community engagement in local decision-making through 'participatory budgeting' pilot projects		<p>Through the Communities Leading Change Participatory Budgeting initiative, almost £20k was allocated to 26 projects, under the theme of 'building community connections – within your community, with other communities, across generations'. Over 2,000 votes were cast at the following events in November 2019:</p> <ul style="list-style-type: none"> Downpatrick: 170 people attended the event and cast a total of 392 votes for the 17 pitches put forward by community groups, which resulted in 13 projects being awarded £9,360 funding. 87% of respondents agreed the process was

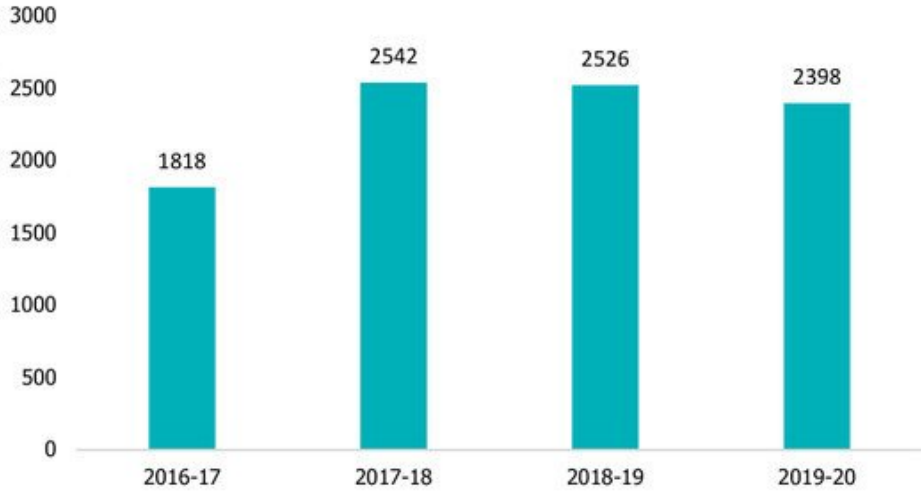

		<p>worthwhile and 82% of respondents agreed the process promoted increased participation from group / organisation members.</p> <ul style="list-style-type: none">• Newry: 300 people attended the event and cast a total of 1,734 votes for the 17 pitches put forward by community groups, which resulted in 13 projects being awarded £9,750 funding. 96% of respondents agreed the process was worthwhile and 98% of respondents agreed the process promoted increased participation from group / organisation members.
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Measure of success	2019-20	Status	Explanatory note																																										
Number of meetings and public engagement events	<p>Level of Activity by Community Engagement Structure - 2019-20</p> <table><caption>Level of Activity by Community Engagement Structure - 2019-20</caption><tr><th>Structure</th><th>Public Meetings</th><th>Programmes</th><th>Partnership/Forum Meetings</th><th>Events supported</th><th>Events</th><th>Capacity Building Events</th></tr><tr><td>DEA Forums</td><td>5</td><td>45</td><td>65</td><td>45</td><td>65</td><td>25</td></tr><tr><td>Neighbourhood Renewal Partnerships</td><td>0</td><td>0</td><td>15</td><td>0</td><td>5</td><td>0</td></tr><tr><td>PCSP</td><td>0</td><td>0</td><td>10</td><td>0</td><td>0</td><td>0</td></tr><tr><td>PEACE IV Partnership</td><td>0</td><td>5</td><td>5</td><td>0</td><td>0</td><td>0</td></tr><tr><td>Strategic Stakeholder Forum</td><td>0</td><td>0</td><td>5</td><td>0</td><td>0</td><td>0</td></tr></table>	Structure	Public Meetings	Programmes	Partnership/Forum Meetings	Events supported	Events	Capacity Building Events	DEA Forums	5	45	65	45	65	25	Neighbourhood Renewal Partnerships	0	0	15	0	5	0	PCSP	0	0	10	0	0	0	PEACE IV Partnership	0	5	5	0	0	0	Strategic Stakeholder Forum	0	0	5	0	0	0	😊	During 2019-20, the five community engagement structures organised or supported around 306 meetings, events and programmes, which resulted in over 13,000 attendances. This included 96 partnership/forum meetings and 6 public engagement events which focused on themes such as Neighbourhood Watch, positive ageing and participatory budgeting. 74 events were also organised across the District, with 300 people attending the Dunaman Family Fun day in Kilkeel, 600 people taking part in the 'Walk for Life' events in Slieve Croob and Downpatrick and 150 children participating in a series of 'Mini First Aid' events. In addition, support was provided towards a further 49 events, including the Inter-Church Symposium, Newry Triathlon and beach clean ups. 55 programmes and 26 capacity building events were also delivered, which included the PEACE IV Civic Leadership and Shared History and Culture
Structure		Public Meetings	Programmes	Partnership/Forum Meetings	Events supported	Events	Capacity Building Events																																						
DEA Forums		5	45	65	45	65	25																																						
Neighbourhood Renewal Partnerships		0	0	15	0	5	0																																						
PCSP	0	0	10	0	0	0																																							
PEACE IV Partnership	0	5	5	0	0	0																																							
Strategic Stakeholder Forum	0	0	5	0	0	0																																							
Number of events delivered	😊																																												
Number of events supported	😊																																												
Number of capacity building programmes	😊																																												

			programmes, Safe Place training and Standing Orders training for PCSP independent members.												
The effectiveness of Council run community engagement structures in facilitating stakeholder participation	<p>Stakeholder representation on Community Engagement Structures</p> <table><tr><th>Category</th><th>Count</th><th>Percentage</th></tr><tr><td>Independent Representatives</td><td>104</td><td>51%</td></tr><tr><td>Elected Members</td><td>60</td><td>30%</td></tr><tr><td>Statutory Partners</td><td>39</td><td>19%</td></tr></table> <p>■ Independent Representatives ■ Elected Members ■ Statutory Partners</p>	Category	Count	Percentage	Independent Representatives	104	51%	Elected Members	60	30%	Statutory Partners	39	19%		Similar to 2017-18 and 2018-19, the majority of places occupied on the five community engagement structures are taken by representatives from the community, voluntary and business sectors. This demonstrates the Council's commitment to facilitating effective stakeholder participation and working in partnership to shape and influence the future of the District. Of the 203 places currently occupied on the community engagement structures, 60 (30%) are taken by Elected Members, 39 (19%) by statutory sector partners and 104 (51%) by representatives from the voluntary, business and community sectors.
Category	Count	Percentage													
Independent Representatives	104	51%													
Elected Members	60	30%													
Statutory Partners	39	19%													

Number of Neighbourhood Watch Schemes	<p>Number of Neighbourhood Watch Schemes</p>  <table><tr><th>Year</th><th>Number of Schemes</th></tr><tr><td>2016-17</td><td>150</td></tr><tr><td>2017-18</td><td>177</td></tr><tr><td>2018-19</td><td>175</td></tr><tr><td>2019-20</td><td>98</td></tr></table>	Year	Number of Schemes	2016-17	150	2017-18	177	2018-19	175	2019-20	98	<p>▽</p> <p>The number of Neighbourhood Watch (NHW) Schemes across the District has reduced from 175 in 2018-19 to 98 in 2019-20. This decrease can be attributed to the implementation of a new reaccreditation process, which has identified a number of previously registered NHW Schemes which had not been active for some time. During 2019-20, the Council also hosted three Neighbourhood Watch Network meetings, with an average of 57 attendees per meeting, as well as three Neighbourhood Watch Awareness Sessions in Newry and Warrenpoint, which were attended by 70 people in total.</p>																						
Year	Number of Schemes																																	
2016-17	150																																	
2017-18	177																																	
2018-19	175																																	
2019-20	98																																	
Number of beneficiaries of the 'Home Secure' scheme	<p>Homes secured by DEA</p>  <table><tr><th>Area</th><th>2017-18</th><th>2018-19</th><th>2019-20</th></tr><tr><td>Crotlieve</td><td>37</td><td>62</td><td>60</td></tr><tr><td>Downpatrick</td><td>32</td><td>54</td><td>91</td></tr><tr><td>Newry</td><td>118</td><td>190</td><td>237</td></tr><tr><td>Rowallane</td><td>44</td><td>40</td><td>46</td></tr><tr><td>Slieve Croob</td><td>29</td><td>28</td><td>29</td></tr><tr><td>Slieve Gullion</td><td>100</td><td>108</td><td>89</td></tr><tr><td>The Mournes</td><td>114</td><td>155</td><td>175</td></tr></table>	Area	2017-18	2018-19	2019-20	Crotlieve	37	62	60	Downpatrick	32	54	91	Newry	118	190	237	Rowallane	44	40	46	Slieve Croob	29	28	29	Slieve Gullion	100	108	89	The Mournes	114	155	175	<p>△</p> <p>Between 2017-18 and 2019-20, the number of homes secured increased from 474 to 727, and the number of devices fitted increased from 4,078 to 5,741. During 2019-20, the majority of homes secured were in the Newry DEA (237) and Mournes DEA (175) whilst the Slieve Croob DEA recorded the lowest number of homes secured (29). During Q1 and Q2, the most popular devices fitted were window alarms (1,167), external PIR light batteries (213), padlock alarms (208) and oil tank bars (204). During Q3 and Q4, 224 new referrals were also received to the Home Secure Scheme (it should be noted that there was an amendment in the way information was recorded in 2019-20).</p>
Area	2017-18	2018-19	2019-20																															
Crotlieve	37	62	60																															
Downpatrick	32	54	91																															
Newry	118	190	237																															
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The Mournes	114	155	175																															

<p>Number of beneficiaries of the 'Good Morning, Good Neighbour' scheme</p>	<p>Good Morning Good Neighbour Scheme</p> <table><tr><th>Category</th><th>2017-18</th><th>2018-19</th><th>2019-20</th></tr><tr><td>Registered users</td><td>303</td><td>258</td><td>277</td></tr><tr><td>Registered volunteers</td><td>110</td><td>51</td><td>46</td></tr><tr><td>New referrals</td><td>80</td><td>63</td><td>110</td></tr></table>	Category	2017-18	2018-19	2019-20	Registered users	303	258	277	Registered volunteers	110	51	46	New referrals	80	63	110	<p>△</p> <p>Between 2018-19 and 2019-20, the number of registered users of the 'Good Morning Good Neighbour' scheme increased by 7.4%, from 258 to 277, and the number of calls made increased by 8%, from 42,029 to 45,391. During this time, the number of volunteers registered on the scheme decreased from 51 to 46 whilst the number of new referrals increased from 63 to 110.</p>														
Category	2017-18	2018-19	2019-20																													
Registered users	303	258	277																													
Registered volunteers	110	51	46																													
New referrals	80	63	110																													
<p>Number and percentage of financial assistance projects funded and successfully delivered</p>	<p>Financial Assistance applications received v success rate</p> <table><tr><th>Year</th><th>no of themes</th><th>no of applications</th><th>successful</th><th>success rate %</th></tr><tr><td>2015-16</td><td>11</td><td>587</td><td>258</td><td>44%</td></tr><tr><td>2016-17</td><td>10</td><td>464</td><td>259</td><td>56%</td></tr><tr><td>2017-18</td><td>13</td><td>610</td><td>413</td><td>68%</td></tr><tr><td>2018-19</td><td>17</td><td>668</td><td>472</td><td>71%</td></tr><tr><td>2019-20</td><td>18</td><td>698</td><td>498</td><td>71%</td></tr></table>	Year	no of themes	no of applications	successful	success rate %	2015-16	11	587	258	44%	2016-17	10	464	259	56%	2017-18	13	610	413	68%	2018-19	17	668	472	71%	2019-20	18	698	498	71%	<p>△</p> <p>Over the past five years, the number of applicants applying to the Councils Financial Assistance Scheme increased by 19%, from 587 in 2015-16 to 698 in 2019-20. The overall success rate of applicants increased from 44% in 2015-16 to 71% in 2019-20, when 498 applicants were awarded a total of £1.25m. This demonstrates the positive impact of ongoing mentoring support and capacity building sessions delivered by the Council. However, whilst the number of financial assistance themes increased from 11 to 18 over the past five years, significant shortfalls have been recorded between the amounts of funding requested and funding available, particularly for Community Events and Festivals, Community Engagement and Christmas Illuminations.</p>
Year	no of themes	no of applications	successful	success rate %																												
2015-16	11	587	258	44%																												
2016-17	10	464	259	56%																												
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2019-20	18	698	498	71%																												

<p>Number of visits to the Ethnic Minority Support Centre</p>	<p>Service users at the Ethnic Minority Support Centre</p>  <table><tr><th>Year</th><th>Service users</th></tr><tr><td>2016-17</td><td>1818</td></tr><tr><td>2017-18</td><td>2542</td></tr><tr><td>2018-19</td><td>2526</td></tr><tr><td>2019-20</td><td>2398</td></tr></table>	Year	Service users	2016-17	1818	2017-18	2542	2018-19	2526	2019-20	2398	<p>Over the past four years, 9,284 visits have been recorded at the Ethnic Minority Support Centre, including 2,398 visits during 2019-20. Clients receive free, confidential and impartial advice in four languages (Romanian, Russian, Polish and Arabic), as well as Lithuanian and Bulgarian on request. During 2019-20, 55% of clients were Roma (from Romania and Bulgaria), 30% were Polish, 10% were Lithuanian, Latvian and Moldavians with Romanian Passports and 5% were Syrian. The centre hosts weekly Housing Executive and Syrian clinics, and during 2019-20, 400 individuals accessed support through the EU Registration Clinics for migrants living and working in the District.</p>								
Year	Service users																			
2016-17	1818																			
2017-18	2542																			
2018-19	2526																			
2019-20	2398																			
<p>Number of participants aged 0-24 years who complete approved PEACE IV programmes to develop soft skills and respect for diversity by 2020</p>	<p>Participation in PEACE IV Youth Programmes</p>  <table><tr><th>Programme</th><th>Participants</th></tr><tr><td>Youth leadership</td><td>153</td></tr><tr><td>Young men's legacy</td><td>64</td></tr><tr><td>Youth led citizenship</td><td>200</td></tr><tr><td>Shared history and culture</td><td>272</td></tr><tr><td>Youth Led cultural diversity</td><td>184</td></tr><tr><td>Youth engagement programmes</td><td>214</td></tr><tr><td>Capacity building for hard to reach young...</td><td>40</td></tr><tr><td>Personal development</td><td>150</td></tr></table>	Programme	Participants	Youth leadership	153	Young men's legacy	64	Youth led citizenship	200	Shared history and culture	272	Youth Led cultural diversity	184	Youth engagement programmes	214	Capacity building for hard to reach young...	40	Personal development	150	<p>To date, 1,277 young people have been engaged in eight PEACE IV programmes which focused on themes including leadership and citizenship, 326 of whom are still engaged. Overall, 51% of participants were male, 49% were female, 58% were Roman Catholic, 33% were Protestant, 9% were other/unknown, 82% were white and 18% were other/unknown. Feedback from participants has been very positive and can be summarised as follows: 'it's about connecting people together and about saying no to racism and most importantly we shouldn't judge people too quickly' and 'it doesn't matter what country you are from we are all humans and humans deserve love and respect'.</p>
Programme	Participants																			
Youth leadership	153																			
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Capacity building for hard to reach young...	40																			
Personal development	150																			

*The 2019-20 baseline data for the community engagement structures remains indicative, as the methodology and data collection processes continue to become more robust and reliable over time. Data has not been included for the Mournes DEA between October 2020-March 2021.

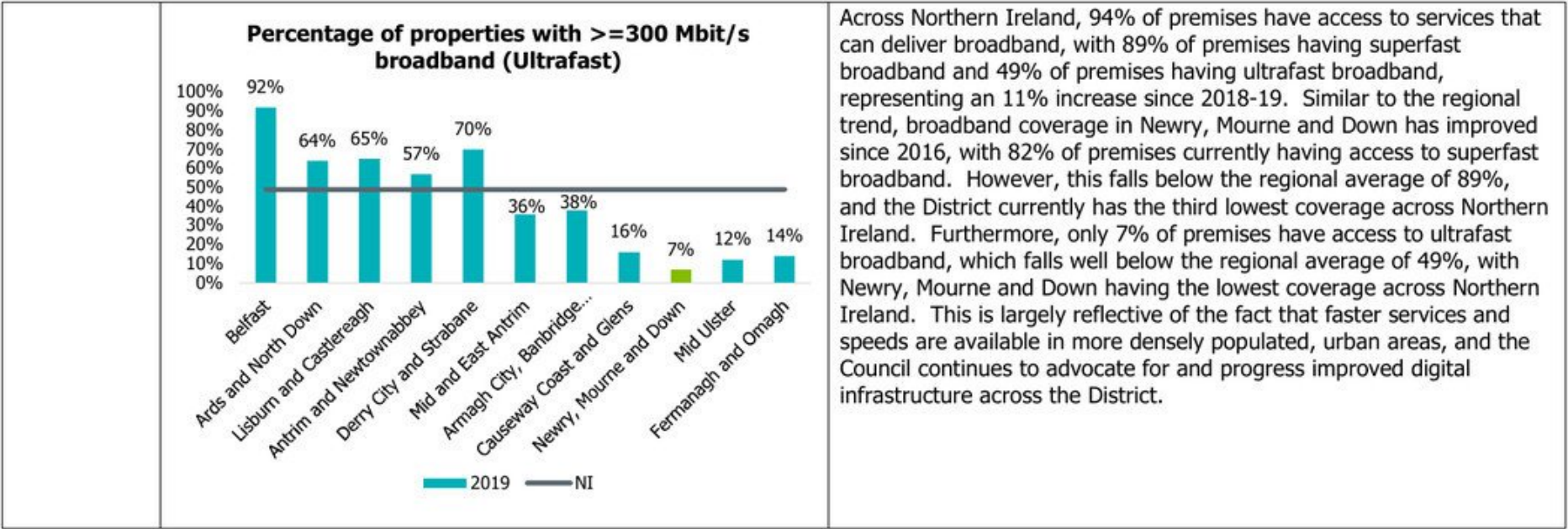
**The Financial Assistance Scheme is delivered through internal and external funding streams.

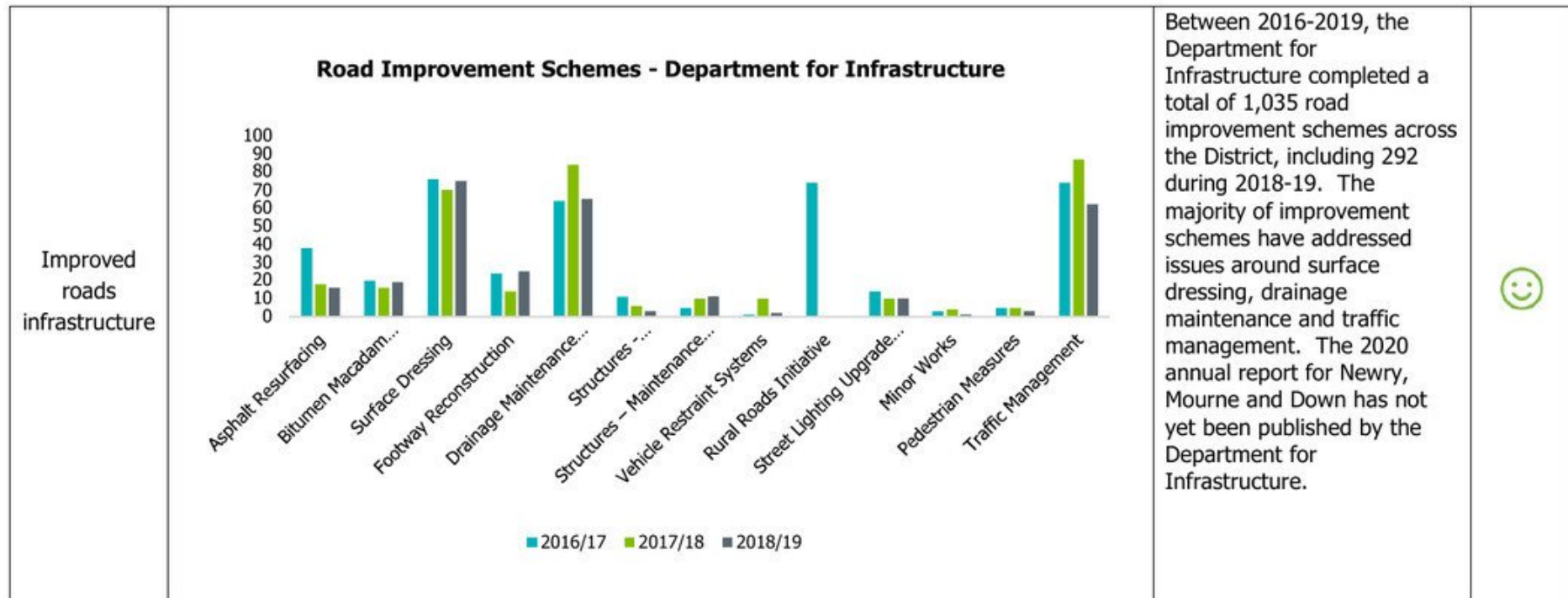
Corporate Plan 2015-19: Self imposed performance indicators

Corporate Objective

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

Measure of Success	2019-20		Status Trend																				
Increased broadband and mobile coverage	<p>Percentage of properties in NMD unable to get 10Mbit/s download</p> <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2016</td><td>13%</td></tr><tr><td>2017</td><td>12%</td></tr><tr><td>2018</td><td>8%</td></tr><tr><td>2019</td><td>9%</td></tr></tbody></table>	Year	Percentage	2016	13%	2017	12%	2018	8%	2019	9%	<p>Percentage of properties in NMD ≥ 30Mbit/s (Superfast)</p> <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2016</td><td>72%</td></tr><tr><td>2017</td><td>73%</td></tr><tr><td>2018</td><td>83%</td></tr><tr><td>2019</td><td>82%</td></tr></tbody></table>	Year	Percentage	2016	72%	2017	73%	2018	83%	2019	82%	▶
	Year	Percentage																					
2016	13%																						
2017	12%																						
2018	8%																						
2019	9%																						
Year	Percentage																						
2016	72%																						
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2019	82%																						













*The Annual Report to Newry, Mourne and Down District Council 2020 has not yet been published by the Department for Infrastructure.

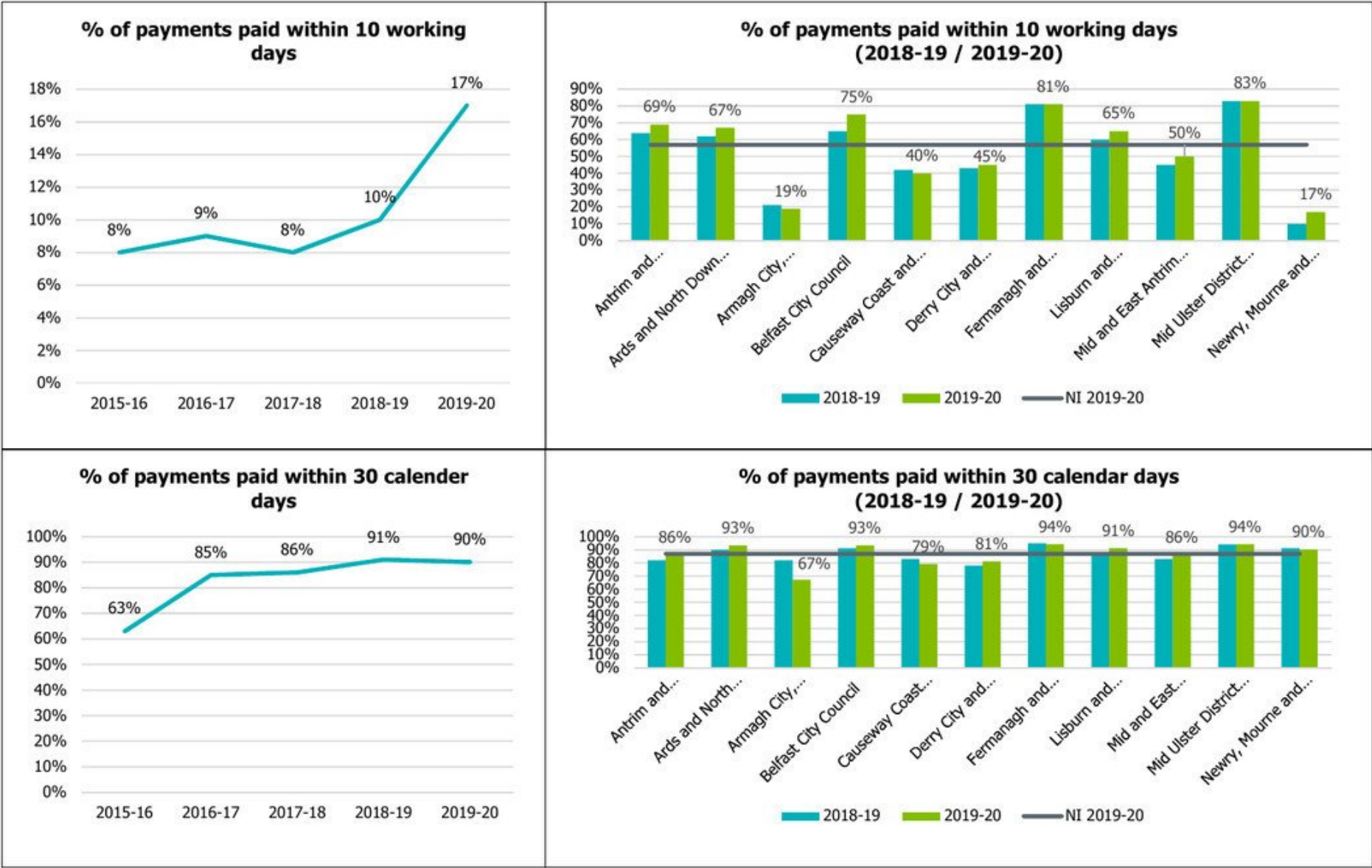
Corporate Objective

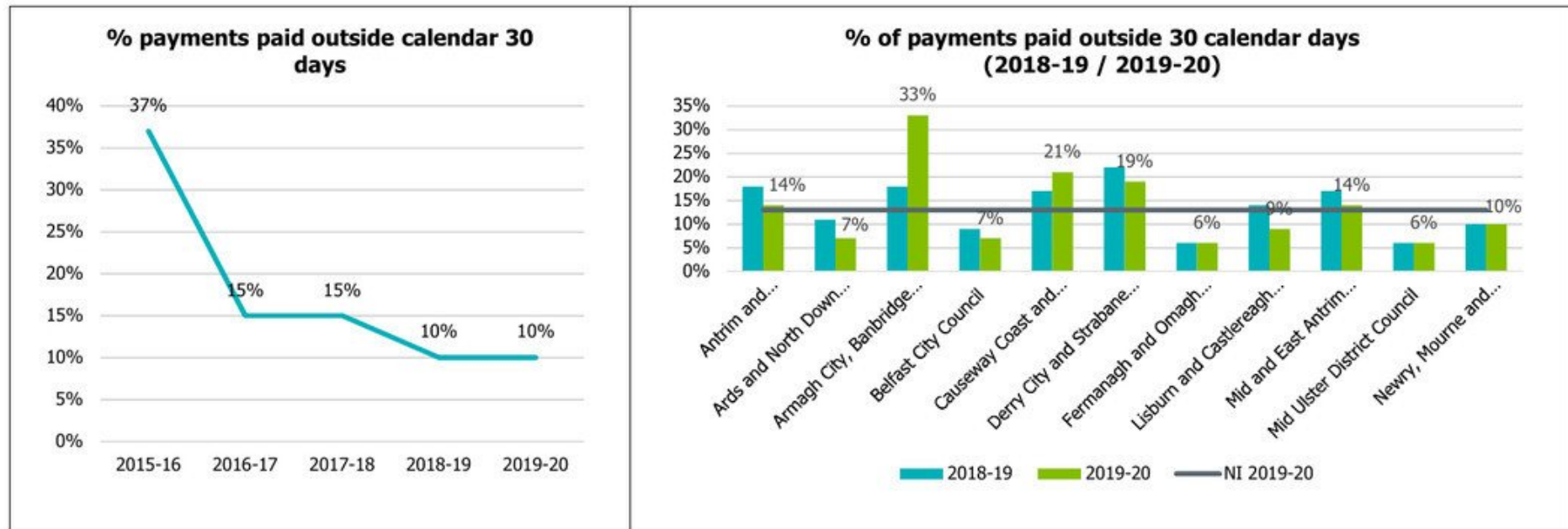
Transform and modernise the Council, providing accessible as well as value for money services

Measure of Success	Status	Explanatory Note
Increased citizen satisfaction		<p>In September 2018, the Council carried out a Residents Survey, to establish a robust and reliable evidence base to support the development of the new Corporate Plan and future Performance Improvement Plans. A representative sample of 764 residents revealed that:</p> <ul style="list-style-type: none"> • 87% are satisfied with the Council overall • 75% agree that the Council makes Newry, Mourne and Down a good place to live • 73% trust the Council

		<ul style="list-style-type: none">61% believe the Council provides good value for money, which is above the GB average of 51% <p>It is anticipated that a further Residents Survey will be carried out during the second term of Council to track and monitor resident perceptions of the Council, satisfaction with Council services and the local area as a place to live.</p>																								
Increased employee satisfaction		<p>The Council actively seeks to promote the health and wellbeing of employees and increase employee satisfaction. Through the Health and Wellbeing Working Group, key achievements during 2019-20 include:</p> <ul style="list-style-type: none">The 'Promoting Workplace Health' and 'Well Being' training sessions, which 21 employees attended.Providing reusable water bottles to all employees, encouraging them to regularly hydrate and help remove single use plastics from Council buildings.Encouraging 16 employees to participate in Chairman's Charity Walk in May 2019.Celebrating International Men's Health Week 2019 by providing a martial arts fitness class, free walks in Newry and Downpatrick and swims in Newry, Downpatrick and Kilkeel leisure centres.Introducing a new provider for the Health Cash Plan for employees and promoting 16 information sessions across a range of locations.Encouraging employees to keep active during the COVID-19 lockdown by issuing home workouts on the 'my wellness' app.																								
Reduced absenteeism		<div><div><p>Absenteeism - Days lost per full time employee</p><table><thead><tr><th>Year</th><th>Days lost per full time employee (short term)</th><th>Days lost per full time employee (long term)</th><th>Total Days lost per full time employee</th></tr></thead><tbody><tr><td>2015-16</td><td>4.86</td><td>11.09</td><td>15.95</td></tr><tr><td>2016-17</td><td>4.29</td><td>13.04</td><td>17.33</td></tr><tr><td>2017-18</td><td>4.58</td><td>12.58</td><td>17.16</td></tr><tr><td>2018-19</td><td>3.73</td><td>10.97</td><td>14.70</td></tr><tr><td>2019-20</td><td>4.12</td><td>11.66</td><td>15.77</td></tr></tbody></table><p>■ Days lost per full time employee (short term) ■ Days lost per full time employee (long term)</p></div><div><p>During 2019-20, the Council recorded 15.77 days lost per employee. Whilst this represents an increase from 14.7 days in 2018-19, with higher levels of short and long term absence, it is the second lowest level of recorded absence since 2015-16. Significantly, 46.2% of the workforce (527 employees) had no recorded absence during 2019-20, which represents a slight decrease when compared to the 49.01% of employees with no recorded absence in 2018-19.</p><p>The Council remains committed to reducing the level of absenteeism and continues to strengthen the reporting mechanisms between Human Resources, line managers, as well as the Corporate and Senior Management Teams.</p></div></div>	Year	Days lost per full time employee (short term)	Days lost per full time employee (long term)	Total Days lost per full time employee	2015-16	4.86	11.09	15.95	2016-17	4.29	13.04	17.33	2017-18	4.58	12.58	17.16	2018-19	3.73	10.97	14.70	2019-20	4.12	11.66	15.77
Year	Days lost per full time employee (short term)	Days lost per full time employee (long term)	Total Days lost per full time employee																							
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2018-19	3.73	10.97	14.70																							
2019-20	4.12	11.66	15.77																							

			*The combined total of long and short term absence exceeds the total number of employees who had an absence due to some employees being absent both short term and long term.
IIP/CSE accreditation		The Council agreed not to proceed with IIP/CSE accreditation.	
Annual Improvement Plan validated by the Local Government Auditor		The certificate of Compliance was received from the Local Government Auditor in relation to the Duty of Improvement 2019-20. The Council is currently progressing the implementation of the 'proposals for improvement' which were put forward by the NI Audit Office in 2019-20, to help improve the arrangements in place to secure continuous improvement and facilitate a culture of improvement.	
Percentage of payments paid:		Between 2018-19 and 2019-20, the Council made significant progress in the percentage of payments paid within 10 working days, which increased from 10% to 17%. However, this remains well below the regional average of 57% and places the Council 11/11 across Northern Ireland. Whilst progress with payments made within 30 calendar days has dipped slightly, from 91% in 2018-19 to 90% in 2019-20, it remains above the regional average of 87% and places the Council 6/11 across Northern Ireland. The percentage of payments paid outside 30 days has remained at 10% over the past two years, which is below the regional average of 13% and places the Council 6/11 across Northern Ireland.	
Within 10 working days			
Within 30 calendar days			
Outside 30 calendar days			





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

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

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

Appendix 1 – Performance Scorecards

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

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

In line with the guidance issued, Newry, Mourne and Down District Council has developed corporate performance scorecards for the following outcomes which have been identified within the Performance Improvement Plan 2019-20:

- The Council meets landfill and recycling targets
- The Council provides a more efficient and effective Planning Service
- Community groups receive financial support towards meeting their objectives and delivering projects across a range of themes
- The local community benefits from an increase in business starts, the growth of local businesses and support for local enterprises
- Improved and accessible provision of indoor and outdoor sport, leisure and recreational facilities and activities
- Local communities and stakeholders are actively engaged in supporting the work of the Council and its partners

Outcome: The Council meets landfill and recycling targets



104

How much did we do?



Over **5m** domestic bin collections provided to 66,681 households.



Collection of **glass in blue bins** standardised across the District.

Downpatrick Household Recycling Centre open.



Supported **94** community clean ups.

35 schools participated in the annual calendar competition.



122 visits to schools and community groups to discuss environmental issues.

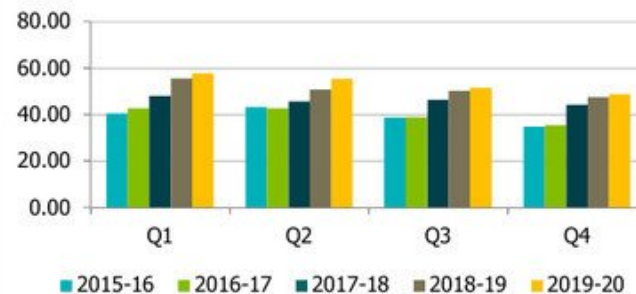


55% of residents have used the Council's recycling services.

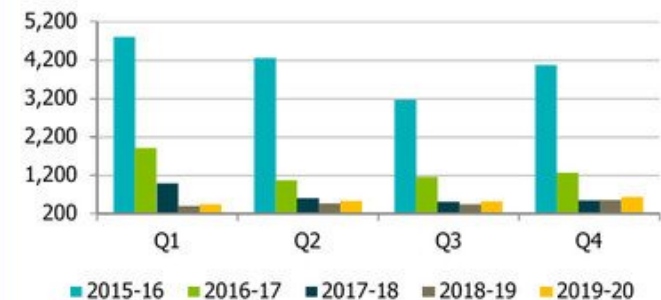
How well did we do it?

- Second best **performing Council in NI** for the amount of biodegradable local authority collected municipal waste that is sent to landfill, **exceeding the 2019-20 target by 90.7%**.
- Rate of recycling is 53.7%, **exceeded the recycling target** (50% by 2020)
- 6.5%** increase in brown bin waste, **13.9%** increase in blue bin waste and **1.1%** reduction in black bin waste.
- 93%** of residents are satisfied with the Recycling Service.

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



Amount of biodegradable municipal waste that is landfilled (tonnes)



Is anyone better off?



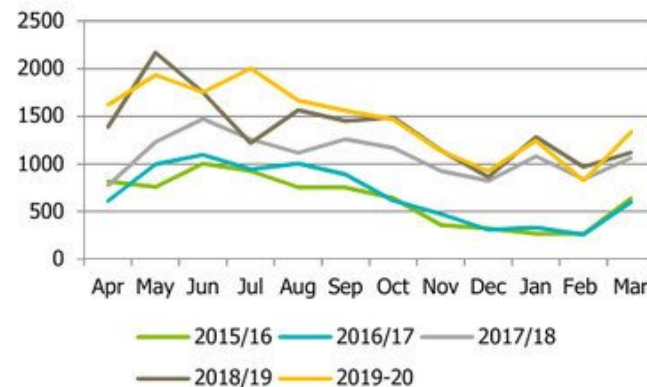
86% of residents state that recycling is important to them:

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

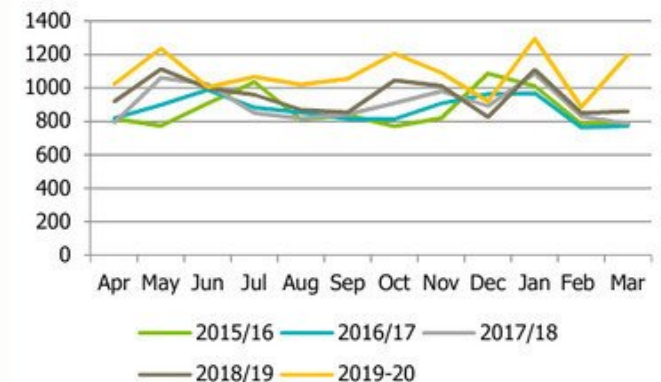
45% state that recycling is fairly important to them and they do their best to recycle

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

Brown bin waste by month



Blue bin waste by month



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



How much did we do?

Overall Planning Applications



Between 2018/19 and 2019-20:

Received up by
0.5%

Decided up by
26.5%

Approved up by
40%

How well did we do it?

The processing time for local planning applications increased from **18 weeks** to **20.6 weeks**. The processing time for major planning applications increased from **76.6 weeks** to **94 weeks**. The percentage of enforcement cases processed within 39 weeks decreased from **52.9%** to **36.2%**.

Average Processing Time of Local Planning Applications (Target: <15 Weeks)



Is anyone better off?



Lowest percentage of enforcement cases processed within 39 weeks across NI.



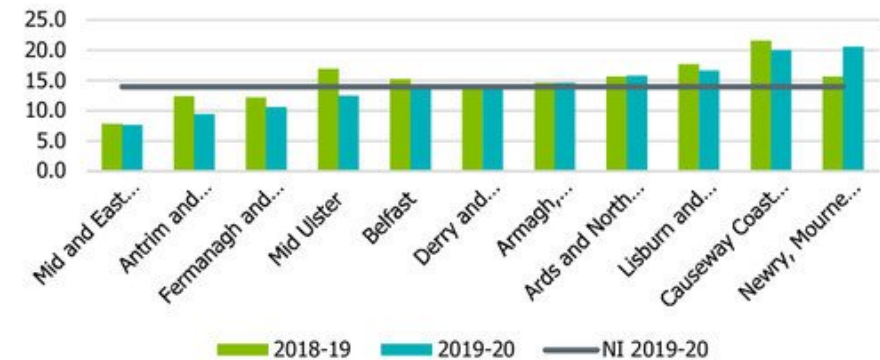
Processing time for local planning applications **increased** and is the **highest** across NI.



Processing time for major applications **increased** and is **above** the regional average.

Reduction in the number of legacy planning applications in the system.

Average processing time of local planning applications by LGD (weeks)



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



How much did we do?



Since 2015-16:

£5.75m awarded to **1,900** applications, including **£1.25m** awarded to **498** applications in 2019-20.



The number of financial assistance themes increased from **11 to 18**.



Ongoing training and capacity building with groups and organisations.

Is anyone better off?



77% of successful respondents state that their project would not have taken place without funding from the Financial Assistance Scheme.



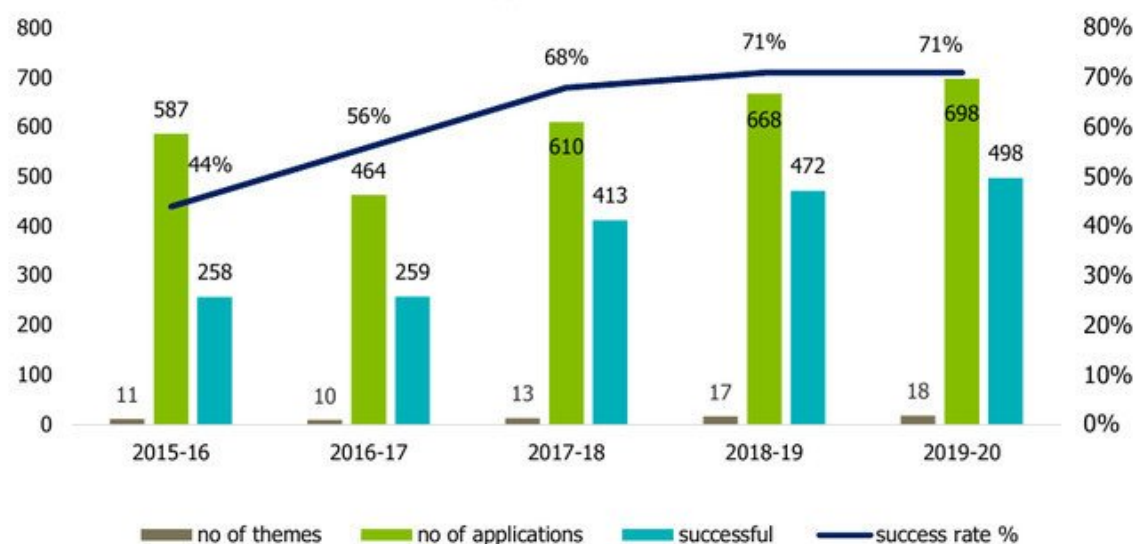
94.5% of successful respondents are satisfied with the level of support provided by the Programmes Unit.

How well did we do it?

Since 2015-16:

- The number of applications to the Financial Assistance Scheme increased by **19%**, to 698 in 2019-20.
- The success rate of applications increased from **44%** in 2015-16 to **71%** in 2019-20.
- The most popular themes are 'community engagement', 'sports active', 'community events and festivals' and 'summer schemes', which accounted for for 57.2% of the applications which were awarded funding in 2019-20.
- Over the past five years, significant shortfalls have been recorded between the amounts of funding requested and funding available, particularly for Community Events and Festivals, Community Engagement and Christmas Illuminations.

Financial Assistance applications received v success rate



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



How much did we do?



During 2019-20:

298 business plans approved and **203** new business start ups supported through business start up activity.



198 businesses supported through 'NMD Growth', **10** new social enterprise start up's supported and **200** mentoring sessions delivered



Since 2015, **£1.5m** awarded to **42** small businesses through the Rural Business Investment Scheme

Is anyone better off?



183 new jobs promoted through business start up activity, and the Council is ranked **4/11** across NI.



133 new jobs created in rural areas since 2015, **7** new jobs created in coastal areas, **12** new social enterprise jobs created and **24** new jobs created through NMD Growth



Between 2018 and 2019, there was an **11%** increase in the number of people claiming job seekers allowance and out of work universal credit

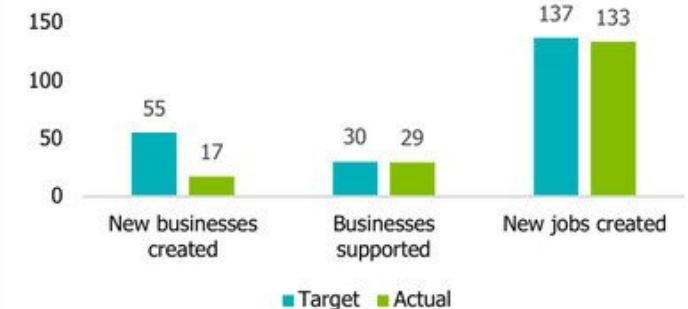
How well did we do it?

Since 2015-16, the Council has approved **1,438 business plans**, supported **978 new business starts** and promoted **988 new jobs** through business start up activity. NMD Social Economy Programme awarded the **Best Enterprise Initiative** at the NI Local Government Awards 2020.

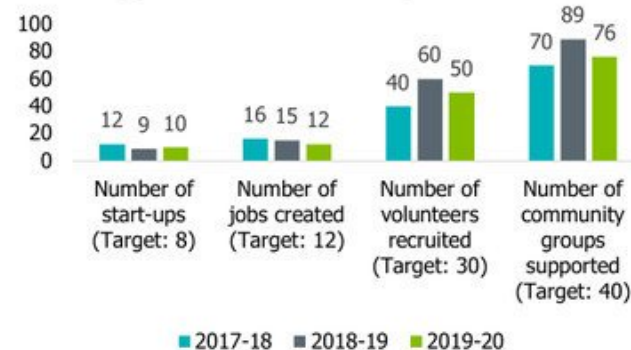
Number of jobs promoted in NMD



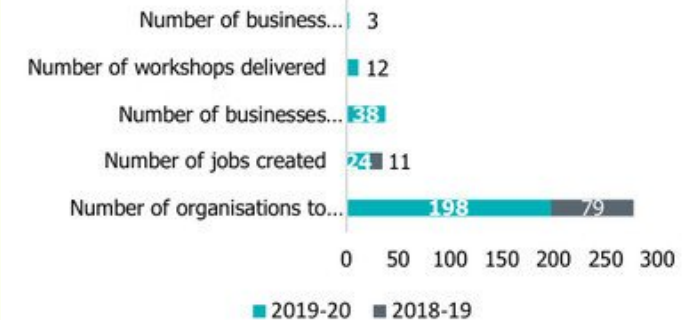
Rural Business Investment Scheme



Support for Social Enterprises in NMD



NMD Growth 2018-20



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



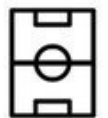
How much did we do?



1,818,040 attendances at Council leisure facilities.



10,793 participants enrolled in Everybody Active 2020 (EBA), exceeding the target set by **30.4%**.



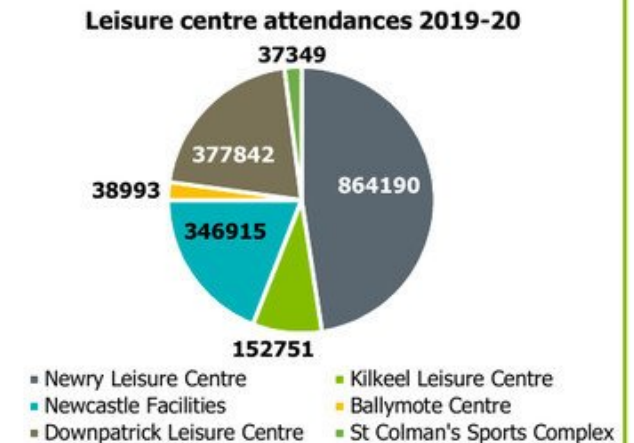
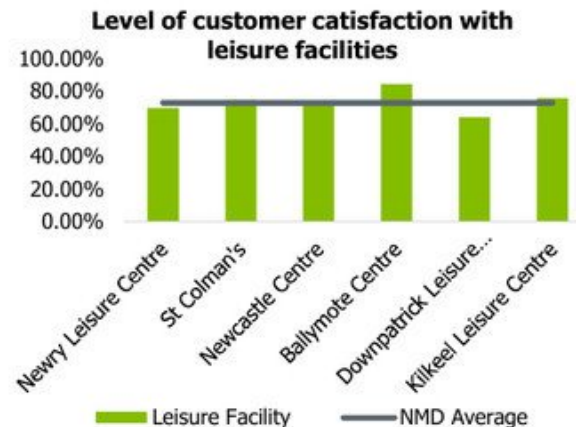
16,044 followers on the 'Be Active' Facebook page.

2,365 attendances recorded at Community Play initiatives and Summer Schemes.

Average customer satisfaction rating of **73.5%** with Council leisure facilities.

How well did we do it?

- 1.7%** increase in the total number of attendances at Council leisure facilities, including a **55%** increase at Down Leisure Centre.
- 1 new play park open, 3 play parks transformed and 5 play parks upgraded.



Is anyone better off?



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

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



EBA participant feedback NI:

95% enjoyed the programme.

76% reported that their frequency in taking part in a physical activity increased.

49% had become a member of a sports club.

Leisure attendances against target



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



How much did we do?



The five community engagement structures organised / supported **306** initiatives, which had over **13,000** attendances.

850 attendances, particularly older people, were recorded at events such as the Silver Screenings in Downpatrick and Newry and Tea Dances in Newcastle and Warrenpoint.

2,398 visits to the Ethnic Minority Support Centre in Newry.



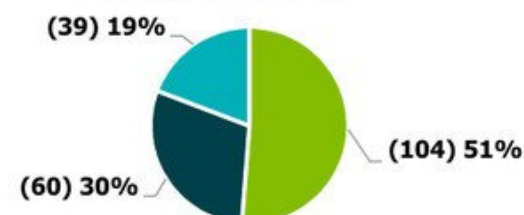
£20k allocated to **26** participatory budgeting projects and **1,277** young people engaged in **8** PEACE IV programmes.

How well did we do it?

51% of places occupied on community engagement structures are taken by representatives from the community, voluntary and business sectors.

Over **2,000** votes cast at participatory budgeting events in Downpatrick and Newry.

Stakeholder representation on Community Engagement Structures - 2019-20



■ Independent Representatives ■ Elected Members ■ Statutory Partners

Is anyone better off?



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

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

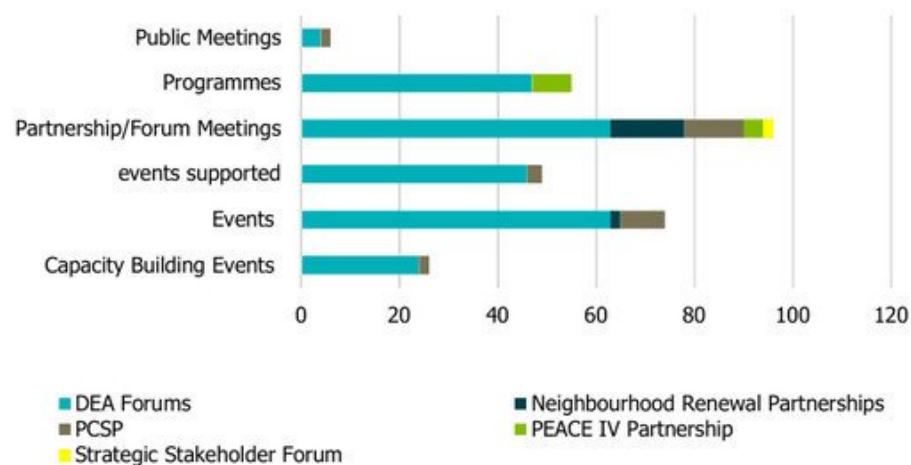


Only **22%** of residents regularly take part in **local groups or activities**.



63% of respondents at the Participatory Budgeting events in Downpatrick and Newry agreed that the **level of engagement** with the Council and other public sector agencies had increased.

Level of Activity by Community Engagement Structure - 2019-20



Appendix 2 - Progressing the 'proposals for improvement'

The Council has been progressing the implementation of the 'proposals for improvement' which were put forward by the Northern Ireland Audit Office, in accordance with the themes below. However, whilst progress has been made, the Council remains committed to strengthening existing arrangements to secure continuous improvement in the exercise of functions. It should however be noted that the implementation of some 'proposals for improvement' have been impacted by the COVID-19 pandemic.

- 1. General duty to improve**
- 2. Governance arrangements**
- 3. Improvement objectives**
- 4. Consultation**
- 5. Improvement Plan**
- 6. Arrangements to improve**
- 7. Collection, use and publication of performance information**

General duty to improve

The Council has continued to establish and embed the Business Planning and Performance Management Framework, in order to facilitate the effective cascade of strategic objectives across the organisation. The Framework features within the draft Corporate Plan 2020-23, Performance Improvement Plan and Directorate Business Plans, as well as the guidance for Service Plans and Individual Performance, demonstrating how employees contribute to the achievement of community planning outcomes and strategic objectives.

The Business Planning and Performance Management Cycle has also been developed to demonstrate the integrated timeline of activity required to strengthen the alignment across the Framework and facilitate the development, implementation and review of the Community Plan, Corporate Plan, Performance Improvement Plan, Directorate Business Plans and Service Plans. The monitoring, reporting and review arrangements at each level of the Framework continue to be mainstreamed and a standard template has been developed to ensure a consistent approach to performance reporting, using the red/amber/green status. Performance reports are available to a range of stakeholders through the Council's website and Committee reporting arrangements.

Service Plans

During 2019-20, the Council agreed a corporate approach to developing and mainstreaming Service Plans, as a tool to enable departments to turn plans into action, monitor performance and strengthen the effective cascade of strategic objectives to departments, teams and employees. Service Plans will provide an overview of the operational activity and key improvements that are planned for the year ahead and will help ensure that all teams and employees are working towards shared objectives. However, in response to the COVID-19 pandemic, the introduction of Service Plans has been delayed until 2021-22.

Individual Performance

During 2019-20, the Council progressed Individual Performance through the 'People Perform & Grow' pilot, which seeks to align the contribution of employees to the corporate objectives and community planning outcomes, as demonstrated through the Business Planning and Performance Management Framework. Through phase one of the pilot, which took place in January 2020, 127 stakeholders, including Directors, Assistant Directors, Heads of Service, line managers, Trade Unions and employees, participated in 14 focus groups. The recommendations arising from these focus groups informed phase two of the pilot, which took place during February-March 2020. Through phase two, a core group of line managers and employees were engaged in awareness sessions which focused on objective setting and personal development. However, in response to the COVID-19 pandemic, progress in relation to the People Perform & Grow pilot has been delayed.

Areas for improvement

- Strengthen the alignment between the Community Plan, Corporate Plan 2020-23 and future Performance Improvement Plans.
- Further embed and mainstream the Performance Improvement Policy and Business Planning and Performance Management Framework by progressing Service Plans and Individual Performance.
- Strengthen the suites of performance indicators at all levels of the Business Planning and Performance Management Framework.
- Continue to use performance information to identify and drive performance improvement at all levels of the organisation.

Governance arrangements

The Strategy, Policy and Resources Committee and Audit Committee continue to carry out their respective roles in terms of performance and improvement. Each Standing Committee of the Council also considers and scrutinises performance information in relation to their respective areas of responsibility, including the annual and bi-annual reviews of Directorate Business Plans.

Performance management training was scheduled to take place for members of the Strategy, Policy and Resources Committee in March 2020. However, in response to the COVID-19 pandemic, this training session was delayed. The Council is also involved in organising a regional masterclass entitled: 'Performance Improvement for Transforming Councils'. This masterclass was scheduled to take place in May 2020 and has been delayed in response to the COVID-19 pandemic.

Areas for improvement

- Develop and deliver training and capacity building sessions for Elected Members on performance management.
- Progress the recommendations arising from the internal audit of performance indicators and APSE validation of performance indicators.
- Work with Internal Audit to develop and agree a programme to validate the accuracy of performance information and adequacy of data collation processes in relation to the Corporate Plan 2020-23 and future Performance Improvement Plans and Business Plans.

Improvement objectives

In 2017-18, the Council set five performance improvement objectives which were carried forward to 2018-19 and 2019-20. During Q3 2019-20, the existing suite of performance improvement objectives was reviewed, and nine objectives were subsequently developed, based on set criteria and within the context of the draft Corporate Plan 2020-23. They were considered by the Corporate Management Team in February 2020, where it was proposed that the organisation should proceed with four objectives, in addition to an objective to improve the planning service. The five draft performance improvement objectives 2020-21, which are considered to be more specific, focused and measurable, were approved by the Senior Management Team and Strategy, Policy and Resources Committee in March 2020.

1. We will promote healthier lifestyles by increasing participation in physical activity
2. We will grow the economy by supporting local businesses and creating new jobs
3. We will improve the cleanliness of our District by reducing littering, fly tipping and dog fouling
4. We will build the capacity of local communities through the Financial Assistance Scheme and DEA Forum initiatives
5. We will improve the average processing times of planning applications and enforcement cases by implementing the recommendations from the Planning Service Review

However, in response to the COVID-19 pandemic and subsequent guidance from the Department for Communities, Newry, Mourne and Down District Council did not publish the Performance Improvement Plan 2020-21.

As part of the process for re-defining the performance improvement objectives 2020-21, the Council also reviewed the supporting actions and measures of success which underpin each objective, in order to ensure they are meaningful and that their achievement can demonstrate improvement. Where appropriate, targets for each 'measure of success' were agreed.

Areas for improvement

- Work with the Department for Communities and other key stakeholders to review the legislation and agree a way forward in relation to service delivery and performance recovery from COVID-19.

Consultation

For the past two years, there have been no 'proposals for improvement' in relation to Consultation. However, in response to the COVID-19 pandemic, the agreed consultation process on the draft performance improvement objectives 2020-21 was reduced to an online survey. This survey was promoted through public notices in local newspapers and generated a total of 31 responses, which falls well below the response rate in previous years. In addition, the scheduled meetings with the seven DEA Forums, Youth Council and Older Persons Forum did not take place, and the Council was unable to consult BME Communities through the Ethnic Minority Support Centre.

Areas for improvement

- Identify new and innovative, accessible and inclusive mechanisms to engage stakeholders in the development of future performance improvement objectives, ensuring continued compliance with Part 12 of the Local Government Act (NI) 2014, as well as COVID-19 restrictions.

Improvement Plan

In response to the COVID-19 pandemic and guidance issued by the Department for Communities, Newry, Mourne and Down District Council did not publish the Performance Improvement Plan 2020-21.

Areas for improvement

- Strengthen the alignment between the Corporate Plan, Performance Improvement Plans, Directorate Business Plans, Service Plans and Individual Performance.

Collection, use and publication of performance information

The Council continues to maintain and manage the excel based system to collate, measure and monitor progress against statutory and self imposed performance indicators at all levels of the Business Planning and Performance Management Framework. The Council has developed and agreed suites of self imposed performance indicators which underpin the Corporate Plan, Performance Improvement Plan and Directorate Business Plans and progress is monitored and reported through the annual Assessment of Performance and reviews of the Performance Improvement Plan and Directorate Business Plans. The Council has also developed Performance Profiles for each Directorate to present baseline performance information in a meaningful and consistent way, facilitate a performance led approach to business planning and embed a culture of improvement.

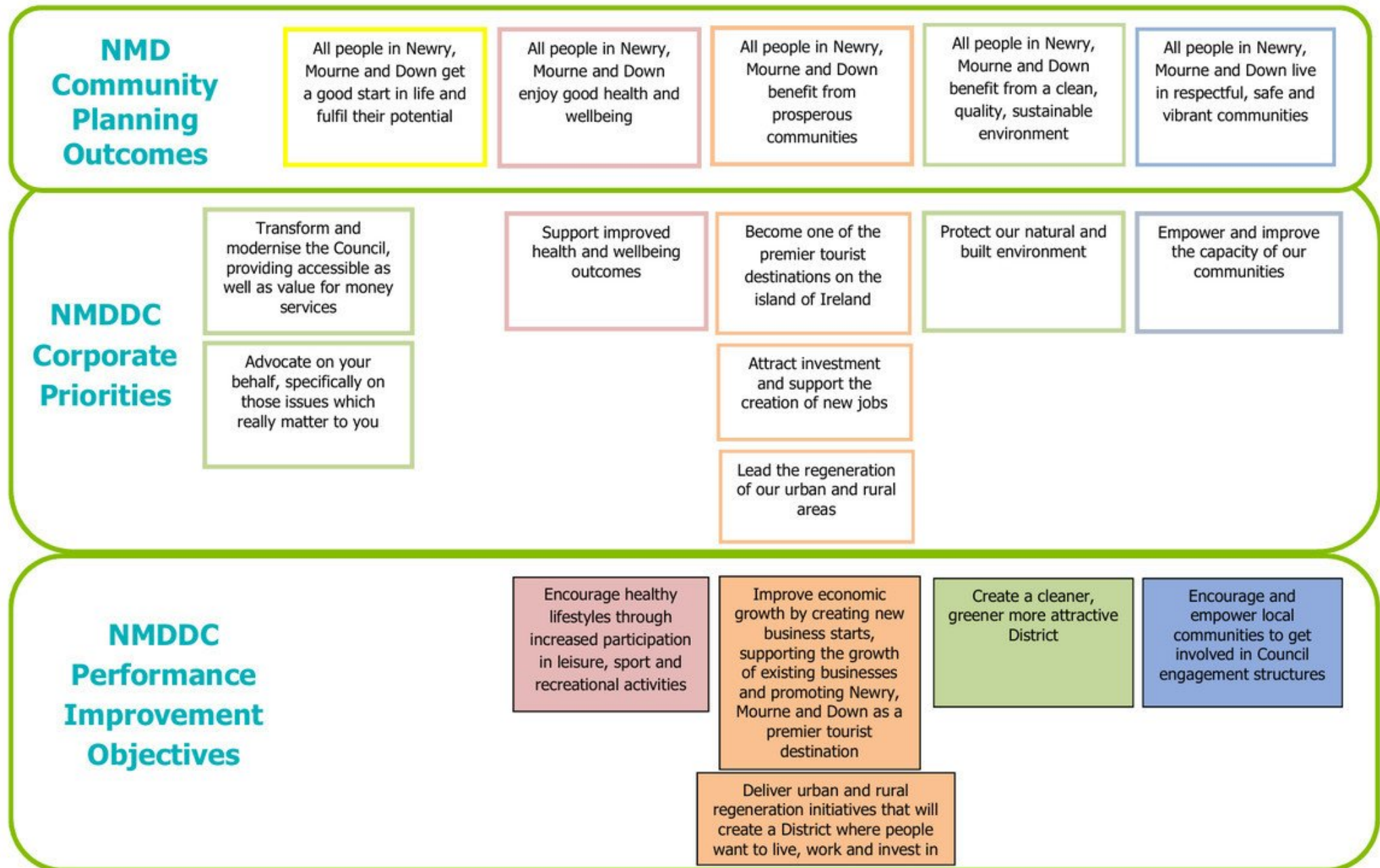
The Council forms part of APSE Performance Networks and has collated benchmarking data across a range of services over the past four years. This information has been analysed and reported to the Senior Management Team and Corporate Management Team through the Performance Profiles as well as specific APSE Reports. An internal audit of APSE performance indicators was carried out in November 2018, in order to assess the reliability of the existing benchmarking arrangements and validate the accuracy of selected APSE performance indicators. In November 2019, Newry, Mourne and Down was also the first Council in the UK to undertake a full validation of all APSE performance indicators and the outcome of the audit was broadly 'satisfactory'.

The Council continues to work in partnership with other local authorities and the Department for Communities regarding the effective application of the legislative requirements within the Local Government (NI) Act 2014. The Council also played a key role in revising the statutory guidance on the General Duty to Improve, as issued through the Local Government Circular 20/2019.

Areas for improvement

- Continue to strengthen the governance arrangements around key plans and strategies, and ensure, where appropriate, performance is reported in a consistent format across the organisation.
- Update the Directorate Performance Profiles on an annual basis to facilitate a performance led approach to business/service planning.
- Progress the development and implementation of Service Plans and Individual Performance.
- Continue to form part of the Multi-Stakeholder Group, which is made up of local government, Department for Communities and the NI Audit Office, to consider benchmarking within the context of the legislative requirements of Part 12 of the Local Government Act (NI) 2014.

Appendix 3: The Golden Thread (2019-20) (to be updated during 2020-21)



Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	17 September 2020
Subject:	Performance Audit and Assessments Progress Report – Implementation of the 'Proposals for Improvement' 2019-20
Reporting Officer (Including Job Title):	Dorinnia Carville – Director: Corporate Services
Contact Officer (Including Job Title):	Kate Bingham – Head of Performance and Improvement

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

For decision	X	For noting only	
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1.0	Purpose and Background
1.1	This report provides an overview of progress to date in relation to the 'proposals for improvement' which were put forward by the Northern Ireland Audit Office (NIAO) as part of the 2019-20 Performance Audit and Assessment. The Performance Audit and Assessment underpins the general duty to make arrangements to secure continuous improvement in the exercise of functions, which has been placed on Councils through the Local Government (NI) Act 2014. The report is attached at Appendix 1 .
1.2	The purpose of the 'proposals for improvement' is to assist the Council in meeting its performance improvement responsibilities. Whilst they are not formal recommendations, future Performance Audit and Assessments will take into account the Council's progress in implementing the 'proposals for improvement'.
1.3	In 2019-20, the Council produced an action plan of key activities to be undertaken to support the implementation of the 'proposals for improvement' and embed a culture of improvement. A summary of progress to date, in relation to the status of each action, is also included in the report.
2.0	Key issues
2.1	<p>For the past four years, the Local Government Auditor certified that the Council has discharged its performance improvement and reporting duties under Part 12 of the Act and has acted in accordance with the guidance issued by the Department for Communities. During this time, the Council has continued to strengthen its arrangements to secure continuous improvement in the exercise of functions, as outlined below:</p> <ul style="list-style-type: none"> Refining the draft performance improvement objectives 2020-21 so that they are more specific and transparent. Reviewing the 'measures of success' which underpin the draft performance improvement objectives 2020-21, so that their achievement demonstrates improvement. Continuing to develop and monitor suites of performance measures at all levels of the Business Planning and Performance Management Framework, to help evaluate the overall health of the organisation. This information is collated, analysed and

	<p>shared through the Performance Profiles for each Directorate which present baseline performance data in an accessible, consistent and transparent way.</p> <ul style="list-style-type: none"> Newry, Mourne and Down was the first Council in the UK to undertake a full validation of all APSE performance indicators, which has provided assurances around data collation processes and data accuracy.
2.4	<p>However, whilst progress has been made, further work is required in relation to a number of 'proposals for improvement', some of which are medium term in nature and will be implemented over a number of years. In addition, the implementation of some 'proposals for improvement' has been impacted by the COVID-19 pandemic, and over the next year, the organisation will focus on the following key improvements:</p> <ul style="list-style-type: none"> Further embedding the Business Planning and Performance Management Framework at all levels across the organisation, particularly in relation to Service Plans and Individual Performance. Supporting the organisation in recovering from the impact of COVID-19. Exploring options to progress the implementation of an electronic performance management system. Supporting Elected Members in discharging their performance improvement responsibilities. Working with other Councils and the Department for Communities to progress benchmarking arrangements.
3.0	Recommendations
3.1	<p>To consider and agree the:</p> <ul style="list-style-type: none"> Performance Audit and Assessments Progress Report – Implementation of the 'Proposals for Improvement' 2019-20
4.0	Resource implications
4.1	<p>There are no resource implications contained within this report. However, progressing some 'proposals for improvement' may result in additional resource implications for the Council. Examples include the implementation of an electronic performance management system and delivery of performance improvement training, both of which should be integrated into future programmes of work for the Council.</p>
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>

	<p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i> Consultation not required.</p>
6.0	Due regard to Rural Needs (please tick all that apply)
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	Appendices
	Appendix 1 – Performance Audit and Assessments Progress Report – Implementation of the 'Proposals for Improvement' 2019-20
8.0	Background Documents
	Newry, Mourne and Down District Council – Audit and Assessment Report 2019-20

Newry, Mourne and Down District Council
Performance Audit and Assessments: Proposals for Improvement - Progress Report


For the past four years, the Local Government Auditor has put forward 'proposals for improvement' as part of the annual Performance Audit and Assessments which are carried out by the Northern Ireland Audit Office. The purpose of the 'proposals for improvement' is to support the Council in putting in place arrangements to secure continuous improvement in the exercise of functions. The 'proposals for improvement' are categorised under the seven themes outlined below. This report provides an overview of progress to date in implementing the 'proposals for improvement', using the following legend. It should be noted that the implementation of a number of 'proposals for improvement' has been impacted by the COVID-19 pandemic.

Themes:

- 1. General duty to improve
- 2. Governance arrangements
- 3. Improvement objectives
- 4. Consultation
- 5. Improvement Plan
- 6. Arrangements to improve
- 7. Collection, use and publication of performance information

Legend	
Proposal implemented / on track to be implemented	😊
Proposal partially implemented / likely to be implemented	😐
Proposal not implemented	😞



Theme, Proposal and Progress to Date	
THEME: General duty to improve	Status
<p>PROPOSAL: The Council should take steps to further develop, establish and embed all elements which underpin its Business Planning and Performance Management Framework more fully across the organisation and each of its Directorates. This should ensure that corporate priorities and performance improvement objectives are effectively cascaded to all employees.</p>	
<p>The Council has continued to establish and embed the Business Planning and Performance Management Framework, in order to facilitate the effective cascade of strategic objectives across the organisation. The Framework features within the draft Corporate Plan 2020-23, Performance Improvement Plan and Directorate Business Plans, as well as the guidance for Service Plans and Individual Performance, demonstrating how employees contribute to the achievement of community planning outcomes and strategic objectives.</p> <p>The Business Planning and Performance Management Cycle has also been developed to demonstrate the integrated timeline of activity required to strengthen the alignment across the Framework and facilitate the development, implementation and review of the Community Plan, Corporate Plan, Performance Improvement Plan, Directorate Business Plans and Service Plans. The monitoring, reporting and review arrangements at each level of the Framework continue to be mainstreamed and a standard template has been developed to ensure a consistent approach to performance reporting, using the red/amber/green status. Performance reports are available to a range of stakeholders through the Council's website and Committee reporting arrangements.</p>	
<p>Community Plan</p> <p>During 2019-20, the Community Planning Partnership reviewed progress in implementing the Community Plan for Newry, Mourne and Down. The statement of progress was submitted to the Department for Communities during Q3 2019-20 and is accessible to a range of stakeholders through the corporate website.</p>	
<p>Corporate Plan</p> <p>The Council reviewed the implementation of the Corporate Plan 2015-19 and communicated progress to key stakeholders through a range of channels including NMD Connect, Assessment of Performance 2018-19 and internal newsletters. During 2019-20, the Council also engaged over 200 employees, including frontline staff, managers and Directors, in the development of the Corporate Plan 2020-23 through 12 facilitated workshops. The feedback from these sessions, alongside the 13 workshops</p>	

with key stakeholders from the DEA Forums, business sector and Youth Council, was used to inform the draft strategic objectives, actions and measures of success 2020-23.

Performance Improvement Plan

In line with the guidance issued by the Department for Communities, the Council did not publish the Performance Improvement Plan 2020-21. However, the draft performance improvement objectives 2020-21, actions and measures of success were developed in close liaison with employees, approved by the Senior Management Team and Strategy, Policy and Resources Committee, and subject to a public consultation process between February-May 2020.

Directorate Business Plans

In response to COVID-19, the review of Directorate Business Plans 2019-20 has been delayed until October 2020 and the development of Directorate Business Plans 2020-21 has been delayed until April 2021. In the interim, Emergency Business Plans have been developed to plan, manage and anticipate the Council's response to the pandemic during 2020-21.

Service Plans

During 2019-20, the Council agreed a corporate approach to developing and mainstreaming Service Plans, as a tool to enable departments to turn plans into action, monitor performance and strengthen the effective cascade of strategic objectives to departments, teams and employees. Service Plans will provide an overview of the operational activity and key improvements that are planned for the year ahead and will help ensure that all teams and employees are working towards shared objectives. However, in response to the COVID-19 pandemic, the introduction of Service Plans has been delayed until 2021-22.

Individual Performance

During 2019-20, the Council progressed Individual Performance through the 'People Perform & Grow' pilot, which seeks to align the contribution of employees to the corporate objectives and community planning outcomes, as demonstrated through the Business Planning and Performance Management Framework. Through phase one of the pilot, which took place in January 2020, 127 stakeholders, including Directors, Assistant Directors, Heads of Service, line managers, Trade Unions and employees, participated 14 focus groups. The recommendations arising from these focus groups informed phase two of the pilot, which took place during February-March 2020. Through phase two, a core group of line managers and employees were engaged in awareness sessions which focused on objective setting and personal development. However, in response to the COVID-19 pandemic, progressing the People Perform & Grow pilot has been delayed.

Responding to COVID-19

In response to the impact of COVID-19, the Council introduced Emergency Business Plans April-September 2020 to plan ahead, co-ordinate activity, avoid duplication and manage the overall response to the pandemic. Emergency Business Plans were approved by the Senior Management Team and their respective Council Committee in June 2020, and a mid term assessment of progress in implementing each plan was considered by the Senior Management Team in August 2020. The Council is currently in the process of preparing and updating the Emergency Business Plans to cover the period October 2020-March 2021.

THEME: Governance Arrangements

Status

PROPOSAL: Senior Management Team should facilitate members of the Audit Committee and SPR Committee with training and support to discharge their performance improvement responsibilities.



Performance management training was scheduled to take place for members of the Strategy, Policy and Resources Committee in March 2020. However, in response to the COVID-19 pandemic, this training session was delayed. Following the involvement of the Council in developing and delivering a regional masterclass on performance which was organised by the NI Local Government Association (NILGA) in January 2019, Newry Mourne and Down formed part of a Working Group tasked with organising a second masterclass entitled: 'Performance Improvement for Transforming Councils'. The draft programme was developed and the Masterclass was scheduled to take place in May 2020. However, in response to the COVID-19 pandemic, the masterclass has been delayed until further notice.

Performance and improvement is a standing item on the agenda of the quarterly Audit Committee meetings and has featured as a regular agenda item at the monthly Strategy, Policy and Resources Committee meetings. In addition, all Standing Committees of Council consider performance information in relation to their specific functions on an ongoing basis, which is supplemented by the mid year and annual reviews of their respective Directorate Business Plan. Elected Members have also been actively engaged in identifying key local issues and supporting the development of the Corporate Plan 2020-23 and Performance Improvement Plans.

THEME: Improvement Objectives

Status

The Council should redefine objectives so that they are more specific rather than aspirational and open-ended. This would enhance both transparency and meaningfulness of the Council's commitment to continuously improve its functions as it should be easier to link projects to objectives and see how the completion of projects contributes to the achievement of the identified objective.



In 2017-18, the Council set five performance improvement objectives which were carried forward to 2018-19 and 2019-20. During Q3 2019-20, the existing suite of performance improvement objectives was reviewed, and nine objectives were subsequently developed, based on set criteria and within the context of the draft Corporate Plan 2020-23. They were considered by the Corporate Management Team in February 2020, where it was proposed that the organisation should proceed with four objectives, in addition to an objective to improve the planning service. The five draft performance improvement objectives 2020-21, which are considered to be more specific, focused and measurable, were approved by the Senior Management Team and Strategy, Policy and Resources Committee in March 2020.

1. We will promote healthier lifestyles by increasing participation in physical activity
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4. We will build the capacity of local communities through the Financial Assistance Scheme and DEA Forum initiatives
5. We will improve the average processing times of planning applications and enforcement cases by implementing the recommendations from the Planning Service Review

However, in response to the COVID-19 pandemic and subsequent guidance from the Department for Communities, Newry, Mourne and Down District Council did not publish the Performance Improvement Plan 2020-21.

The Council should review the measures of success attributed to the supporting actions underpinning the improvement objectives and ensure that the measures are meaningful and their achievement demonstrates improvement.



As part of the process to redefine the draft performance improvement objectives 2020-21, the Council reviewed the 'supporting actions' and 'measures of success' which underpin each objective, in order to ensure they are meaningful and that their achievement can demonstrate improvement. Where appropriate, targets for each 'measure of success' were agreed.

A new template to highlight key information in relation to each performance improvement objective was also devised and provides an overview of:

- Why this objective matters
- Looking Back: What we did
- Looking forward: What we will do
- How we will measure success, including baseline trends over time and targets where appropriate
- Outcomes for stakeholders / What you will see
- Alignment with the Corporate Plan, Community Plan and Programme for Government
- Seven Aspects of Improvement
- Responsible Officer

However, in response to the COVID-19 pandemic and subsequent guidance from the Department for Communities, Newry, Mourne and Down District Council did not publish the Performance Improvement Plan 2020-21

THEME: Consultation

For the past two years, there have been no 'proposals for improvement' in relation to Consultation. However, in response to the COVID-19 pandemic, the agreed consultation process on the draft performance improvement objectives 2020-21 was reduced to an online survey. This survey was promoted through public notices in local newspapers and generated a total of 31 responses, which falls well below the 74 responses received in 2019-20. In addition, the scheduled meetings with the seven DEA Forums, Youth Council and Older Persons Forum did not take place, and the Council was unable to consult BME Communities through the Ethnic Minority Support Centre.

THEME: Collection, Use and Publication of Performance Information

Status

PROPOSAL: The Council should continue to develop and embed its performance management framework and establish a performance management system as a priority.



The Business Planning and Performance Management Framework demonstrates the alignment that exists between the Community Plan, Corporate Plan, Thematic Plans and Strategies, Service Plans and Individual Performance, and has been

supplemented by an integrated timeline of activity. During 2019-20, significant progress was made in relation to Service Plans and Individual Performance, in order to expand upon and embed all levels of the 'Business Planning and Performance Management Framework' across the organisation.

The Head of Performance and Improvement continues to work with the Senior Management Team, Corporate Management Team and employees across the organisation to communicate the Council's Duty of Improvement and embed the Business Planning and Performance Management Framework. This is evidenced through attendance at a number of workshops to support the development of the draft Corporate Plan 2020-23 and Directorate Business Plans, ongoing liaison with employees to develop and refine the performance improvement objectives 2020-21, as well as participation in Working Groups to progress the development of Service Plans and the People Perform & Grow pilot.

In addition to the statutory performance indicators and standards, the Council has developed and agreed suites of self imposed performance indicators which underpin the Corporate Plan, Performance Improvement Plan and Directorate Business Plans. These plans provide the strategic and operational context for the work of the organisation, and year on year progress against the indicators is monitored and reported through the annual Assessment of Performance, as well as reviews of the Performance Improvement Plan and Directorate Business Plans. The Council has also developed Performance Profiles for each Directorate to present baseline performance information in a meaningful and consistent way, facilitate a performance led approach to business planning and embed a culture of improvement.

The Council continues to maintain and manage the excel based performance management system. This system provides an overview of around 200 performance indicators, highlighting trends over time and against target. The performance management system is available for all employees to access on the shared drive. A project mandate for an electronic performance management system was developed and considered by the IT Projects Group and Senior Management Team in 2019. This mandate will be considered further in the future, in line with the continued implementation of the IT Strategy.

PROPOSAL: The Council should continue working with other Councils and the Department to agree a suite of self-imposed indicators and standards. This will enable meaningful comparisons to be made and published in line with its statutory responsibility.













Through the NI Local Government Performance Improvement Working Group and Multi-Stakeholder Group, the Council has been proactive in working with the Department for Communities and the NI Audit Office to consider benchmarking arrangements and review the guidance issued by the Department for Communities in relation to performance improvement.






The Council forms part of APSE Performance Networks and has collated benchmarking data across a range of services over the past four years. This information has been analysed and reported to the Senior Management Team and Corporate Management Team through the Performance Profiles as well as specific APSE Reports. An internal audit of APSE performance indicators was carried out by ASM in November 2018, in order to assess the reliability of the existing benchmarking arrangements and validate the accuracy and integrity of selected APSE performance indicators. Whilst the internal audit confirmed that the existing systems in place to validate performance indicators can provide satisfactory assurance regarding the effective and efficient achievement of the Council's objectives, the implementation of the recommendations is ongoing.






In November 2019, Newry, Mourne and Down was the first Council in the UK to undertake a full validation of all APSE performance indicators. The purpose of the validation was to assess the adequacy of the data collation processes and accuracy of performance information submitted. The outcome of the audit was broadly 'satisfactory' and the recommendations will be progressed further during 2020-21, in order to provide additional assurances in relation to data accuracy and quality.

Performance Audit and Assessment 2019-20 – Progress against Action Plan

Thematic Area: Duty to Improve	Timescale	Status
<ul style="list-style-type: none"> Strengthen the alignment between the Performance Improvement Plan 2020-21, Corporate Plan 2020-23 and Community Plan. 	2019-20	
<ul style="list-style-type: none"> Continue to use performance information to identify and drive improvements across the organisation. 	Ongoing	
<ul style="list-style-type: none"> Identify and strengthen the suites of performance indicators at all levels of the Business Planning and Performance Management Framework, particularly within the emerging Corporate Plan, Business Plans and Service Plans. 	Ongoing	
<ul style="list-style-type: none"> Further embed the Business Planning and Performance Management Framework and Performance Improvement Policy across the organisation by mainstreaming a corporate approach to developing Service Plans. 	2019-20 2020-21	
<ul style="list-style-type: none"> Continue to populate and manage the excel based system and progress the identification of a suitable electronic performance management system. 	Ongoing	
<ul style="list-style-type: none"> Facilitate staff briefings/roadshows in relation to the Corporate Plan 2020-23 and supporting plans. 	2019-20	

Thematic Area: Governance Arrangements	Timescale	Status
<ul style="list-style-type: none"> Review and strengthen the Terms of Reference for all Committees in relation to performance and improvement responsibilities. 	Ongoing	
<ul style="list-style-type: none"> Contribute to the development and delivery of a regional training and capacity building programme for Elected Members around performance and improvement. Supplement this programme with local training sessions for the Strategy, Policy and Resources Committee and Audit Committee. 	2019-20	
<ul style="list-style-type: none"> Progress the recommendations arising from the internal audit of performance indicators around the accuracy of performance information and adequacy of data collation processes. 	2019-20	
<ul style="list-style-type: none"> Work with Internal Audit to develop and agree a programme to validate the accuracy of performance data and the integrity of data collation processes in relation to the Corporate Plan and Performance Improvement Plan. 	2019-20 2020-21	

Thematic Area: Improvement Objectives	Timescale	Status
<ul style="list-style-type: none"> Review and redefine the performance improvement objectives, so that they are more specific. 	2019-20	
<ul style="list-style-type: none"> Review and strengthen the 'supporting actions' and 'measures of success' which underpin each objective. 	2019-20	
<ul style="list-style-type: none"> Work with departments to communicate and enhance awareness of future performance improvement objectives. 	2020-21	
<ul style="list-style-type: none"> Continue to embed the Business Planning and Performance Management Framework in order to ensure community planning outcomes, corporate priorities and performance improvement objectives are effectively cascaded to Directorate Business Plans and Service Plans. 	2019-20	
<ul style="list-style-type: none"> Continue to identify and collate robust baseline data to facilitate a performance driven approach to strategic planning. Use performance data to identify year on year trends, carry out comparisons with other local authorities, set targets for the future and inform the development of new plans and strategies. 	Ongoing	

Thematic Area: Consultation	Timescale	Status
<ul style="list-style-type: none"> Identify new and innovative, accessible and inclusive mechanisms to engage stakeholders in the development of future performance improvement objectives and areas of improvement, using existing processes where possible. 	Ongoing	
Thematic Area: Improvement Plan	Timescale	Status
<ul style="list-style-type: none"> Strengthen the alignment between the emerging Corporate Plan 2019-23, Performance Improvement Plan 2020-21 and future Business Plans and Service Plans. 	2020-21	
Thematic Area: Collection, use and publication of performance information	Timescale	Status
<ul style="list-style-type: none"> Continue to strengthen the governance arrangements around key plans and strategies, and ensure, where appropriate, performance is reported in a consistent format across the organisation. 	Ongoing	
<ul style="list-style-type: none"> Update the baseline data included in the 'Performance Profiles' for each Directorate to support the development of Business/Service Plans and facilitate a performance driven approach to business/service planning. 	2019-20	
<ul style="list-style-type: none"> Continue to form part of the Multi-Stakeholder Group, which is made up of local government, Department for Communities and the NI Audit Office, to consider the benchmarking within the context of the legislative requirements of Part 12 of the Local Government Act (NI) 2014. 	Ongoing	

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	17 September 2020
Subject:	Assessment and Update of Emergency Business Plans
Reporting Officer (Including Job Title):	Marie Ward – Chief Executive Dorinnia Carville – Director: Corporate Services
Contact Officer (Including Job Title):	Kate Bingham – Head of Performance and Improvement

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

For decision	X	For noting only	
1.0			Purpose and Background
1.1			In response to COVID-19, Emergency Business Plans, which cover the period April-September 2020, have been developed for each Directorate. These plans provide a mechanism to manage and co-ordinate activity, and plan ahead to support and anticipate business recovery. As the organisation gradually transitions from the 'respond' phase to the 'recovery' and 'renew' phases of the pandemic, Emergency Business Plans should be reviewed and updated to cover the period October 2020-March 2021.
1.2			The Business Planning and Performance Management Cycle, as outlined in Appendix 1, has been updated to demonstrate the integrated timeline of activity to support the development, implementation and review of the key plans and strategies which feature across the Business Planning and Performance Management Framework, specifically the Corporate Plan, Performance Improvement Plan and Emergency Business Plans.
2.0			Key issues
2.1			Business Planning and Performance Management Framework In order to inform the development of the plans and strategies across the Business Planning and Performance Management Framework, a robust and reliable evidence base has been developed, through the Directorate Performance Profiles and APSE 2018-19 Reports. These reports analyse performance information in relation to trends over time, against target and comparisons with other local authorities across Northern Ireland, and will help facilitate a culture of improvement at all levels of the organisation.
2.2			Corporate Plan 2020-23 The Corporate Plan provides the strategic and over-arching context for all activity across the organisation. The draft Corporate Plan 2020-23 was considered and approved by the Strategy, Policy and Resources Committee in March 2020. However, in response to the COVID-19 pandemic, the publication of the Corporate Plan has been delayed and the content is currently being reviewed to ensure the strategic objectives remain relevant, realistic and achievable during the second term of Council.
2.3			Performance Improvement Plan In June 2020, the Department for Communities confirmed that Councils are not required to publish the Performance Improvement Plan 2020-21. Alternative arrangements are currently being considered which may focus on the development of plans setting out

	proposals for service delivery and performance recovery, as outlined in Appendix 2. This approach would complement and strengthen the business planning and performance management arrangements the Council is putting in place.
2.4	<p>Directorate Business Plans / Service Plans</p> <p>In response to the pandemic, the development of Directorate Business Plans 2020-21 and review of Directorate Business Plans 2019-20 were delayed until October 2020, and Service Plans were suspended until 2021-22. This enabled the Senior and Corporate Management Teams to respond to the immediate impact of the COVID-19 pandemic. It is now proposed that Directorate Business Plans and Service Plans are both suspended until 2021-22, and replaced by Emergency Business Plans 2020-21.</p> <p>Respond Phase: Emergency Business Plans April-September 2020</p> <p>Emergency Business Plans respond to the immediate impact of COVID-19 and subsequent lockdown restrictions, particularly in relation to the provision of new, ongoing, statutory, delayed and suspended services. The 'respond' phase may recur multiple times as the pandemic evolves, at which point the organisation can swiftly re-visit and revert to the Emergency Business Plans, alongside the Business Continuity Plans.</p> <p>Mid Term Assessments of the Emergency Business Plans, covering the period April-June 2020, have been carried out. The purpose of the Mid Term Assessment is to monitor and evaluate the Council's initial response to COVID-19, identify areas of good practice and shared learning and explore opportunities to sustain, progress and embed business transformation at all levels of the organisation. The Mid Term Assessments of the Chief Executive's Department and Corporate Services Directorate Emergency Business Plans are attached at Appendices 3 and 4.</p> <p>The six month assessments of the Emergency Business Plans will be considered by the Senior Management Team and relevant Committee in October 2020.</p> <p>Respond and Recovery Phases: Emergency Business Plans October 2020-March 2021</p> <p>As lockdown restrictions ease, services gradually resume to a more steady state, facilities re-open and the organisation adjusts to the 'new' normal, Emergency Business Plans should be updated to cover the period October 2020-March 2021. These plans should focus on the new ways of working which have evolved and opportunities for business recovery and improvement, as well as 'business as usual' non COVID-19 related activity. Emergency Business Plans will be considered by the Senior Management Team and relevant Committee in October 2020 and reviewed in March 2021.</p> <p>Recovery and Renew Phases: Directorate Business Plans / Service Plans 2021-22</p> <p>If and when a more stable, 'new' post pandemic environment evolves and normalises, the Council should put in place plans to renew and reimagine organisational resilience and service provision. For some Directorates and departments, changes in customer behaviour, industry practices and legislative requirements may mean:</p> <ul style="list-style-type: none"> • Returning to the pre-pandemic 'normal' • Re-considering and re-aligning pre-pandemic levels of service provision • Re-inventing and re-scaling some services to align with stakeholder demand and the 'new normal' environment

	Whilst the overall timeline remains unpredictable, it is anticipated that the 2021-22 Business and Service Plans will be developed during Q4 2020-21, after which they will be considered by the Senior Management Team and relevant Council Committee.						
2.5	<p>Business Planning and Performance Management Cycle</p> <p>The current timeline for developing, considering and reviewing the plans which feature across the Business Planning and Performance Management Framework is outlined in the Business Planning and Performance Management Cycle, and can be summarised as follows:</p> <table> <tr> <td>August/September 2020</td><td> SMT / Committee to consider: <ul style="list-style-type: none"> Mid Term Assessment of Emergency Business Plans Apr-Sep 2020 </td></tr> <tr> <td>October 2020</td><td> SMT / Committee to consider: <ul style="list-style-type: none"> Assessment of Emergency Business Plans Apr-Sep 2020 Annual assessment of Directorate Business Plans 2019-20 Emergency Business Plans Oct 2020-Mar 2021 </td></tr> <tr> <td>March 2021</td><td> SMT / Committee to consider: <ul style="list-style-type: none"> Assessment of Emergency Business Plans Oct 2020-Mar 2021 Directorate Business Plans 2021-22 SMT / CMT to consider: <ul style="list-style-type: none"> Service Plans 2021-22 </td></tr> </table>	August/September 2020	SMT / Committee to consider: <ul style="list-style-type: none"> Mid Term Assessment of Emergency Business Plans Apr-Sep 2020 	October 2020	SMT / Committee to consider: <ul style="list-style-type: none"> Assessment of Emergency Business Plans Apr-Sep 2020 Annual assessment of Directorate Business Plans 2019-20 Emergency Business Plans Oct 2020-Mar 2021 	March 2021	SMT / Committee to consider: <ul style="list-style-type: none"> Assessment of Emergency Business Plans Oct 2020-Mar 2021 Directorate Business Plans 2021-22 SMT / CMT to consider: <ul style="list-style-type: none"> Service Plans 2021-22
August/September 2020	SMT / Committee to consider: <ul style="list-style-type: none"> Mid Term Assessment of Emergency Business Plans Apr-Sep 2020 						
October 2020	SMT / Committee to consider: <ul style="list-style-type: none"> Assessment of Emergency Business Plans Apr-Sep 2020 Annual assessment of Directorate Business Plans 2019-20 Emergency Business Plans Oct 2020-Mar 2021 						
March 2021	SMT / Committee to consider: <ul style="list-style-type: none"> Assessment of Emergency Business Plans Oct 2020-Mar 2021 Directorate Business Plans 2021-22 SMT / CMT to consider: <ul style="list-style-type: none"> Service Plans 2021-22 						
3.0	Recommendations						
3.1	<p>To consider and agree the:</p> <ul style="list-style-type: none"> Mid Term Assessments of the Chief Executive's Department and Corporate Services Directorate Emergency Business Plans Assessment of Emergency Business Plans April-September 2020 (in October 2020) Development of Emergency Business Plans October 2020-March 2021 (in October 2020) Annual assessment of Directorate Business Plans 2019-20 (in October 2020) Assessment of Emergency Business Plans October 2020-March 2021 (in March 2021) Business Planning and Performance Management Cycle 						
4.0	Resource implications						
4.1	There are no financial resource implications within this report.						
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)						
5.1	<i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i>						

	It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations	<input checked="" type="checkbox"/>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>	
5.3	<p><i>Proposal initiating consultation</i></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i> Consultation not required.</p>	
6.0	Due regard to Rural Needs (please tick all that apply)	
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Emergency Business Plans October 2020-March 2021 will be subject to a Rural Needs Impact Assessment. <input type="checkbox"/></p>	
7.0	Appendices	
	<p>Appendix 1 – Business Planning and Performance Management Cycle</p> <p>Appendix 2 – Correspondence: Performance Improvement in Local Government 2020/21</p> <p>Appendix 3 - Mid Term Assessment of the Chief Executive's Department Emergency Business Plan</p> <p>Appendix 4 - Mid Term Assessment of the Corporate Services Directorate Emergency Business Plan</p>	
8.0	Background Documents	

	Directorate Emergency Business Plans April – September 2020
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Corporate Plan



PIP



Q3 2020-21

Q4 2020-21

Q1 2021-22

Q2 2021-22

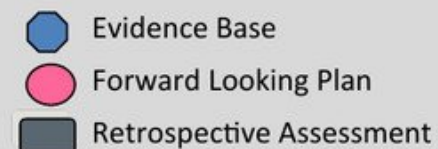
Q3 2021-22

Q4 2021-22

Business Plans



Service Plans



INDIVIDUAL PERFORMANCE: PEOPLE PERFORM & GROW



All Chief Executives

Director
Local Government Housing Regulation Group
Causeway Exchange
1-7 Bedford Street
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Belfast
BT2 7EG

Phone: 028 90 823456

Email: Anthony.carleton@communities-ni.gov.uk

Dear Chief Executive

17 August 2020

Performance Improvement in Local Government 2020/21

Subsequent to my letter dated 11 June 2020 a decision has been made to set aside the requirement to produce and publish a performance improvement plan for the 2020/21 year.

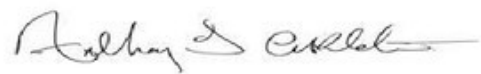
Councils will still be required to publish their performance improvement assessment report covering 2019/20, with a publication date of 30 September 2020.

We have been considering the arrangements that should be put in place for councils regarding performance improvement for the next few years. Our initial thinking, subject to taking the views of councils, is that, rather than being required to produce and publish performance improvement plans in the current difficult climate, it may be more beneficial for councils to produce plans setting out their proposals for service delivery and performance recovery.

In addition to seeking input from councils, we will also need to take the views of the Local Government Auditor before submitting proposals for the Minister's consideration.

Further work on council performance requirements is ongoing and the Department will be engaging with local government representatives to review the way forward for 2021/22 onwards.

Yours sincerely

A handwritten signature in black ink, appearing to read "Anthony Carleton". The signature is fluid and cursive, with a long horizontal stroke at the end.

Anthony Carleton

Chief Executive's Department

Mid Term Assessment

Emergency Business Plan April-September 2020

DRAFT






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 Chief Executive's Department Emergency Business Plan between April-June 2020, across the following service areas, using the legend below.

- Community Planning
- Evidence and Research
- Performance and Improvement
- Democratic 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









Human Resources









Department	Employees (Status as at 30 June 2020)					
	Total	On Site	WFH	At Home (not working)	Re-deployed	Furloughed
Chief Executive's Dept	2	1	1			
Community Planning	2		1	1 (maternity leave)		
Evidence and Research	4		4			
Performance and Improvement	2	1	1			
Democratic Services	9	1	8			
Total Employees	19	3	16			

*Given the dynamic nature of Emergency Business Plans, the information contained within this report reflects a specific point in time (30 June 2020) and should therefore be treated as indicative.

Community Planning

Objective / Activity	Timescale	Status	Progress
New			
Review agreed key strategic priorities of the Community Planning Partnership (CPP) Board in context of COVID-19 and planning for recovery	Q1-2		The proposed strategic priorities workshop in May 2020 was cancelled and the June 2020 CPP Board meeting has been postponed to September 2020 (Q3).

Review agreed priorities within action plans of the Thematic Priority Sub-groups and identify those which can be implemented during 2020/21	Q2		The thematic Priority Sub group meetings have been postponed as organizations focused on internal reorganization and their response to COVID-19.
Re-formulate Priority Sub-groups as required to address emerging priorities	Q2		No action to date.
Assist the Strategic Stakeholder Forum towards self-management and the development of a 2020-21 Action Plan	Q1-2		The Strategic Stakeholder Forum (SSF) has been central to the establishment of the Community Coordination Hub supporting the huge collaborative effort between the community, voluntary and public sectors. Wider recognition of the role of the group has prompted SSF members to draft proposals for further cross-sectoral working, for the consideration of the Council and CPP Board.
Essential			
Identify and collaborate on new initiatives which are developed through NMD CP Partners' relationships	Q2-Q4		The Council, HSC Trusts and Community/Voluntary sector, through the coordination of the Strategic Stakeholder Forum, have collaborated extensively to deliver essential food parcels to vulnerable households, as well as local funding towards activity to address the social, economic and health impacts of COVID-19, and assist with recovery.
Identify and collaborate on new initiatives – pragmatically as external opportunities arise	Q2-Q4		
Ongoing / Statutory			
Develop scorecards for planned key projects and new initiatives of Priority sub-groups	Q2		In the absence of any meetings, scorecards have not yet been developed for specific initiatives led by the Priority sub groups. However, the analysis and reporting of Community Coordination Hub activity has been put in place with substantial quantitative information outlining the overall response to COVID-19 / service delivery
Outline and agree an approach to progress the 2021 Review of the Community Plan	Q2		The Community Planning Officers' Network (CPON) meeting to agree a common approach to reviewing the Community Plan is scheduled for 31 July 2020.
Desirable			
Deliver two Participatory	Q2		An online video feedback process has been designed and proposed to DEA groups.





Budgeting (PB) Feedback events for the Downpatrick and Newry DEAs			The majority of DEA groups have been unable to complete projects and/or submit videos due to lockdown restrictions. The feedback event has been postponed until Autumn (Q3).
Work with Community Planning partners to progress the development and implementation of the Participatory Budgeting small grants initiatives across a further two DEA's	Q1-Q4		The Steering Group meeting is to be agreed, as most members have been redeployed or continue to prioritise immediate service delivery as part of the COVID-19 response. Two DEA's are to be identified and the relevant PB process will be agreed, taking into account continuing COVID-19 restrictions and guidance. Some partner funding which had been allocated to PB has now been diverted to the emergency pandemic response.
Collaborate with Community Planning Partners to pilot Participatory Budgeting 'at scale'	Q2-Q4		The outworkings of the DfC/DoF Innovation Lab are being progressed via the PB works Steering Group, with proposals to build on the enhanced statutory /CV sector relationships developed in response to COVID-19.
Lead the Community Foundation NI supported Citizens' Panel initiative	Q1-Q4		A successful application for an initial £5,000 prototyping phase between June to October 2020 has involved the identification and commissioning of test software platform, and work is ongoing.
Through the 'PB for Youth' European project, develop a best practice toolkit for Youth Participatory Budgeting	Q1-Q4		Ongoing collaboration and meetings with European partners has moved online, with limited progress being made.
Build Climate Change actions across the Community Plan via Priority sub-groups	Q2		No meetings of the Priority sub-groups have taken place to date.
Delayed / Suspended			
Hold a Strategic Priorities Workshop with the CPP Board	Q1		The next CPP Board meeting is proposed for 14 September 2020.
Review the revised Chairing arrangements	Q3		The Chairing arrangements will be reviewed and revised as required.
Appoint the new Chair for 2021 from the Sustainable Development grouping	Q3		The arrangements will be reviewed and revised as required.





Areas of Good Practice / Improvement

Areas of good practice

- COVID-19 and the necessity of partner organizations developing responses to the pandemic, both on an individual and collective basis, has had a substantial impact on the workings and priorities of the CPP.
- Whilst the meetings of the CPP Board and sub-groups have been cancelled or postponed, as organisations address the immediate of COVID-19 related priorities, these new priorities have stimulated a new approach. There has been a substantial positive step change in the speed of decision making, collaborative working and mutual support between partners and across agencies and sectors. Those involved have commonly suggested this has been 'community planning in action' in comparison to their experience of many previous planning / information sharing meetings. There is strong support for maintaining the momentum of this new approach and potentially a more explicit (social) value-based approach to collaborative working. The Strategic Stakeholder Forum is developing a paper articulating this in more detail.






Evidence and Research






Objective / Activity	Timescale	Status	Progress
Develop and maintain a community resources directory for COVID-19 response. Create secure website to store and update information input by Council and CVS Officers	Q1		Both internal and external facing websites have been created with username/ password security for Community and Voluntary sector partners.
Support the COVID-19 response through the development and publication of scorecards	Q1		Weekly scorecards have been produced to support the Community Coordination Hub and its response to COVID-19. Work with DfC is ongoing to progress an overarching review of the project.
Essential			
Provide ongoing GIS and statistics helpdesks to enable and facilitate remote working for employees	Q1/Q2		A large number of requests for both GIS and statistical support have received and actioned.
Ongoing / Statutory			
Provide a robust and reliable evidence base to support internal and external stakeholders, including Policy and Equality and Performance and Improvement	Q1/Q2		The curation of robust, reliable and relevant evidence for a range of departments is ongoing.





Audit the Community Planning indicators and measures to assess their reliability, accuracy, appropriateness and timeliness in preparation for the 2021 Community Plan review	Q1/Q2		The audit of Community Planning indicators is scheduled to commence in September 2020.
Maintain, develop and improve mechanisms for citizen engagement including online survey consultations, establishment of a citizens panel and preparation of business case for Resident's Survey	Q1/Q2		Online consultations for the Irish language Strategy, Disability Action Plan, Equality Action Plan and Performance Improvement Objectives 2020-21 has been concluded. The online consultation on Mourne Gateway Project is ongoing and preparations for the Customer Satisfaction Surveys for Planning and Building Control is underway. A community planning working group has been established to explore mechanisms to establish a collaborative citizens panel.
Desirable			
Delayed / Suspended			
Work with internal departments to develop service specific GIS applications to support service delivery	Q1 onwards		An options paper and development timeline has been agreed for a cemeteries management site. Other sites development is on hold.
Develop and deploy a GIS training programme to raise awareness of new and existing GIS facilities	Q1 onwards		Preparations are ongoing to develop GIS training material.
Areas of Good Practice / Improvement			
Areas of Good Practice <ul style="list-style-type: none"> Enabling timely data sharing between departments and externally throughout emergency response phase. Launching a secure websites for the Community and Voluntary sector, utilising ERSI's COVID response package. Development of good data capture processes and a weekly scorecard to report relevant data to key stakeholders. Deployment of a series of remote GIS solutions to enable officers to access relevant information whilst working from home. 			
Areas of Improvement <ul style="list-style-type: none"> Reinforcing the need to identify the key reporting matrix at the start of a project to ensure that data collection processes are appropriately designed and captured. 			

- Working with Government Departments to ascertain the level of data required for the emergency planning, response and recovery phases.

Performance and Improvement

Objective / Activity	Timescale	Status	Progress
New			
Establish Working Group to lead and co-ordinate the development and review of Directorate Emergency Business Plans	Q1/Q2		The Working Group has been established and is made up of Assistant Directors, IT Manager and Internal Audit Manager. The group has met a number of times to discuss and agree a way forward in relation to the development, implementation and review of Emergency Business Plans.
Co-ordinate the development of the Chief Executive's Departmental Emergency Business Plan	Q1		The Chief Executive's Emergency Business Plan was developed and approved by the Senior Management Team in May 2020 and Strategy, Policy and Resources (SPR) Committee in June 2020. The implementation of the plan is ongoing.
Identify opportunities to drive forward organisational transformation and continuous improvement	Q1/Q2		In June 2020, the Working Group considered a report which provided an overview of the impact of COVID-19 on Newry, Mourne and Down. The group agreed that many of the observations within the report relate to the remit of the CMT Working Groups (Ways of Working / Customer Engagement Strategy / Information Strategy), and should therefore be considered by the respective Chairpersons, in order to avoid duplication of activity and agree next steps. It is anticipated that the review of Emergency Business Plans will highlight further areas for improvement and transformation.
Essential			
Ongoing / Statutory			
Facilitate Performance Audit and Assessment and implement the 'Proposals for Improvement'	Q2/Q3		The organisation is awaiting further guidance from the Department for Communities and the NI Audit Office in relation to the Performance Audit and Assessment 2020-21. Progress in implementing a number of 'proposals for improvement' has been impacted by COVID-19.
Complete and publish the Assessment of Performance 2019-20 and summary 'Our	Q2		The Assessment of Performance 2019-20 is currently being prepared and is scheduled to be considered by the Senior Management Team and Strategy, Policy

Performance Looking Back Going Forward'			and Resources Committee in September 2020, prior to the official publication on 30 September 2020, in line with the statutory timetable.
Report progress in implementing the Proposals for Improvement put forward by the Local Government Auditor in 2019	Q2		The report outlining progress in implementing the Proposals for Improvement out forward by the Local Government Auditor in 2019 is currently being prepared and will be considered by the Senior Management Team and Strategy, Policy and Resources Committee in September 2020.
Co-ordinate and support the development of Directorate Business Plans October 2020-March 2021/Review of 2019-20 Business Plans	Q2		<p>A report has been prepared which outlines the Business Planning and Performance Management Cycle and the integrated timeline of activity required to ensure that the Senior Management Team and relevant Committees consider the following plans as part of the recovery phase of the COVID-19 pandemic:</p> <ul style="list-style-type: none"> • Review of Directorate Business Plans 2019-20 (October 2020) • Directorate Business Plans Oct 2020-Mar 2021 (October 2020) • Service Plans Oct 2020-Mar 2021 <p>This report is scheduled to be considered by the Senior Management Team in August 2020.</p>
Co-ordinate APSE Performance Networks and submit Performance Indicator Templates 2019-20	Q2		The APSE Performance Indicator Templates 2019-20 have been issued to the Senior and Corporate Management Teams to complete, with a proposed submission date of September 2020.
Prepare the Performance Profiles, including an analysis of the results of the 2018-19 APSE performance indicators	Q2		The Performance Profiles and APSE Performance Reports have been prepared and are scheduled to be considered by the Senior and Corporate Management Teams in August 2020. Both sets of reports will be used to inform the development of Business and Service Plans.
Desirable			
Delayed / Suspended			
Complete and publish Performance Improvement Plan 2020-21	Q1		The Department for Communities has confirmed that the Council is not required to publish the Performance Improvement Plan 2020-21 by June 2020, as per the statutory timetable outlined in Part 12 of the Local Government Act 2014. The

			Council is awaiting further guidance in relation to the deferral arrangements.
Carry out the APSE Customer Satisfaction Surveys across indoor leisure facilities	Q4 2019-20		The APSE Customer Satisfaction Surveys across indoor leisure facilities have been deferred until further notice.
Support the Efficiencies Working Group and identify areas for continuous improvement	Q1 onwards		Online meetings of the Efficiencies Working Group have taken place.
Lead and co-ordinate the development, implementation and review of Service Plans	Q1 onwards		The Council agreed to suspend the development of Service Plans until 2021-22. However, as lockdown restrictions gradually ease, services resume and facilities re-open, it is proposed that Service Plans are developed to follow on from Emergency Business Plans, and to cover the period Oct 2020-Mar 2021. Performance Profiles and APSE Performance Reports have been developed to support this process.
Provide performance management training and capacity building for Elected Members and Officers	Q1 onwards		Performance management training and capacity building training will be developed and delivered at an appropriate time.

Areas of Good Practice / Improvement

Areas of good practice:

- Agreed way forward in relation to the development of the key plans and strategic which feature across the Business Planning and Performance Management Framework, particularly the Corporate Plan, Directorate Business Plans and Service Plans.
- Development and review of Emergency Business Plans to plan, manage and evaluate the Council's response to COVID-19.
- Ongoing delivery of key responsibilities in relation to the Assessment of Performance 2019-20, implementation of the NI Audit Office Proposals for Improvement, Performance Profiles, APSE Performance Reports and the completion of the APSE Performance Indicator templates 2019-20.







Areas for improvement:





- Reinforcing the need for Emergency Business Plans to be updated as lockdown restrictions ease and services focus on the recovery phase. In doing so, plans will remain a useful and relevant mechanism to assist the organisation in navigating the impact of COVID-19 and focusing on business recovery.
- Synchronise, strengthen and integrate business and financial planning during 2020-21.
- Timely and informative communication and liaison with the Department for Communities in relation to compliance with the statutory Duty of Improvement.

Areas for Business Transformation

- Opportunity for remote working and skype meetings in the future.
- Opportunity to strengthen the alignment between financial and strategic planning.
- Opportunity to update the Corporate Plan and future Business/Service Plans to take account of the impact of COVID-19 on the District and organisation, in order to respond to the evolving needs of citizens and stakeholders more effectively.

Democratic Services

Objective / Activity	Timescale	Status	Progress
New			
Organise an Emergency Council Meeting to put interim arrangements in place, in response to the outbreak of COVID-19	Q1		The Emergency Council Meeting took place on 16 th March 2020 with delegated authority put in place. Delegated authority stepped down on 6 th July 2020.
Cancel all scheduled Council and Committee Meetings	Q1		All scheduled Council and Committee Meetings were cancelled in line with the delegated authority decision taken on 16 th March 2020. All Council and Committee Meetings back in operation from 1 st June 2020
Deploy Democratic Services Officers to assist with the Community Hub; Southern, Northern and Regional Emergency Planning Groups	Q1/Q2		Democratic Services Officers were fully employed assisting in the Community Hub; Southern, Northern and Regional Emergency Planning Groups. A member of staff was also redeployed to assist with Registration Services.
Essential			
Organise the Annual Meeting, taking into account restrictions due to COVID-19	Q1		The Annual Meeting was held on 1 June 2020 and was operated on a hybrid basis with the Party Leaders and Independent Councillors in physical attendance in Newry Leisure Centre and all others attending remotely via Skype for Business.
Manage the appointment of positions of responsibility for the new term of Council and Committees for 2020/21	Q1/Q2		The positions of responsibility were agreed at the Annual Meeting on 1 June 2020. Special Responsibility Allowances are to be agreed.
Ongoing / Statutory			
Organise the Planning Committee Meeting,	Q1/Q2		Planning Committee Meetings have taken place in June and July 2020. These are

giving due regard to social distancing			operating on a hybrid model, with the Planning Committee Councillors attending physically in Newry Leisure Centre and applicants/agents or those requesting speaking rights accessing the meetings remotely.
Provide administrative and governance support to the Council's decision-making structures	Q1/Q2		With the Committee structure being operational since June 2020, the administrative and governance support has been re-established.
Desirable			
Organise a programme of Committee Meetings for the first year of the new term of Council, taking into account restrictions due to COVID-19	Q1		The Programme of Committee Meetings has been scheduled with dates submitted into diaries. Locations have not been provided for dates in the future as this will depend on additional lifting of restrictions.
Support the Chairperson and Vice Chairperson in carrying out their role(s) as First Citizen taking into account the restrictions	Q1		The Council organised and implemented a very successful Chairperson's Virtual Awards which had viewers from America and Australia. The Chairperson and Vice-Chairperson have been supported in their roles since 1 June 2020 remotely via Skype.
Delayed / Suspended			
Induction, training and capacity building programme to support Elected Members in fulfilling their roles and responsibilities	Q1 onwards		<p>Training for Elected Members is ongoing and has included:</p> <ul style="list-style-type: none"> • All Members being trained in the usage of Skype for Business • Standing Orders to new Chairpersons of Committees on 5 June 2020. <p>Code of Conduct Training is arranged to take place on 4 August 2020.</p>
Areas of Good Practice / Improvement			
<ul style="list-style-type: none"> • Enhanced IT capability has improved connectivity between Democratic Services and Elected Members. • Democratic Services Staff were redeployed willingly to a variety of roles which were all carried out to a very high standard. • 41 Members are able to operate remotely which, in the future, may lead to reduced expenditure in terms of travel and catering costs. • A protocol has been developed for operating Council and Committee Meetings using Skype for Business. • Democratic Services Officers operated the Text Anywhere system by collating the mobile numbers of all staff across the organisation to ensure they were kept informed at all times by the Chief Executive. • An online Book of Condolence was set up following the death of George Floyd with the responses collated by Democratic Services and sent to the American consulate in Belfast. 			

Areas for Business Transformation

- Potential for remote meetings in the future which would encourage efficiencies in terms of travel and catering costs.
- Remote training could be offered in future to enable greater attendance at meetings.
- Books of Condolence can be opened online to ensure a speedier process particularly over weekends and holiday periods when traditionally it has been difficult to access the buildings required.
- The Chairperson has access to weekly remote meetings with the Democratic Services Officer, which provides efficiencies in terms of time and travel costs.

DRAFT

Corporate Services Directorate

Mid Term Assessment

Emergency Business Plan April-September 2020

DRAFT






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 Emergency Business Plan between April-June 2020, across the following service areas, using the legend below.

- Corporate Planning and Policy
- Human Resources and Safeguarding
- Finance
- Administration
- Information Technology



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

Human Resources

Department	Employees (Status as at 30 June 2020)					
	Total	On Site	WFH	At Home (not working)	Re-deployed	Furloughed
Corporate Planning and Policy	12	1	10	0	1 (maternity leave)	0
Human Resources and Safeguarding	21.5	4.5	17	0	0	0
Finance	37	7	30	0	0	0
Administration	30	9	13	8	0	0
Information Technology	8	0	8	0	0	0
Total Employees						

*Given the dynamic nature of Emergency Business Plans, the information contained within this report reflects a specific point in time (30 June 2020) and should therefore be treated as indicative.

Administration			
Objective / Activity	Timescale	Status	Progress
New			
Essential			
Provide a Registration Service	Q1, Q2		Service continued to be provided within Government guidelines/GRO guidance
Provide a Corporate Business Support Service (telephony/ mail/ filing/Property Certificates)	Q1, Q2		Service continued to be provided

Ongoing / Statutory			
Provide a Complaints Support Service	Q1, Q2		Service continued to be provided.
Provide a Compliance Service	Q1, Q2		Service continued to be provided
Provide a Legal Support Service	Q1, Q2		Service continued to be provided
Provide Assurance Statements	Q1, Q2		All Assurance Statements provided within deadline
Desirable			
Conflicts of Interest Project	Q2		Ongoing
Conflicts of Interest Project	Q1		Revised strategy for receiving mandatory returns approved by SPR in June 2020 – results to be reviewed at end Q2
Delayed / Suspended			
Registration of Births Service	Q1, Q2		Service has resumed within Government guidelines/GRO guidance
Marriage Ceremonies	Q1, Q2		Service has resumed within Government guidelines/GRO guidance
Review Complaints Process and training for staff	Q2		Process to commence July 2020
Review and update Retention and Disposal Schedule	Q2		The Records Management Team has commenced the review of the R&D Schedule. Work continues determining the necessary updates
Areas of Good Practice / Improvement			
<p>Compliance Team All staff data protection, records management and security advice continue to be provided applying the most recent good practice advice. Interestingly, reports on data breaches within Council are lower despite the possible risk associated with remote working.</p> <p>Legal Team The acting Head of Service seeks to more clearly delineate areas of specialism and workflows within the team to create efficiencies and streamline operations.</p> <p>Business Support</p> <ol style="list-style-type: none"> 1. Telephony continues to function off site. 2. Reception in Downshire to re-open on 15 July 2020 with social distancing measures and safety precautions in place. 3. Most staff working fully utilized and working full contracted hours (where this is possible) 			
Areas for Business Transformation			

Compliance Team

Remote working has demonstrated the ability to process the majority of compliance work electronically. Operationally this will inform any future move towards an Electronic Document Records Management System (EDRMS).

Legal Team

File management is an area that requires a clear strategy.




The legal team has recently been reduced in capacity and is currently dealing with this transition. The addition of a new part-time member of the team has created an opportunity to creatively apply this resource.








Business Support









Property Certificates still processed remotely, and final Property Certificates emailed to Solicitors reducing stationery and postage costs. It is intended this new process will remain in place.




Registration

Registration of Death Service remains being processed electronically – GRO has been asked to consider a continuation of this and also the possibility of whole/parts of other services moving to electronic format.

Corporate Planning and Policy			
Objective / Activity	Timescale	Status	Progress
New			
<ul style="list-style-type: none"> Implement COVID-19 Communications 	Q1 – Q2		Emergency Communications implemented during this period
Essential			
Mainstream Corporate Policy Framework			
<ul style="list-style-type: none"> Prepare policy register for Audit 	Q1		Policy list and repository has 65 policies. Maintaining the repository will be an ongoing initiative.
<ul style="list-style-type: none"> Review and revise Policy Development Framework 	Q1		To be considered at July 2020 CMT meeting, SMT and August 2020 Strategy, Policy and Resources meeting.
<ul style="list-style-type: none"> Agreed Policy Development Process 	Q2		Corporate guide to policy development to be considered at August 2020 Strategy, Policy and Resources Committee.
Embed Consultation / Engagement Framework			
	Q2		This is a Q2 activity.

<ul style="list-style-type: none"> Review Consultation / Engagement Framework Process 			
Implement Irish Language Strategy 2020-2023			
<ul style="list-style-type: none"> Review responses to 12-week public consultation on Irish Language Strategy 	Q1		Report and revised Irish Language Strategy to be considered at Irish Language Strategy Cross Party Working Group.
<ul style="list-style-type: none"> Begin translation of current website pages 	Q1		This is an ongoing initiative.
<ul style="list-style-type: none"> Report on Progress six monthly to Irish Language Strategy Working Group 	Q2		This is a Q2 activity.
Corporate Communications and Marketing			
<ul style="list-style-type: none"> Accelerate the digital offering by adding new online platforms to the corporate digital channels 	Q1 – Q2		Facebook, Twitter, Instagram and Snapchat - digital communications developed to allow us to engage with our residents and communities in an effective and efficient way.
<ul style="list-style-type: none"> Issue press releases to local, regional and national media 	Q1 – Q2		33 press releases distributed delivering positive and proactive media relations.
<ul style="list-style-type: none"> Respond to local, regional and national media enquiries 	Q1 – Q2		233 media enquiries were responded to providing accurate and up to date information.
<ul style="list-style-type: none"> Manage the corporate graphic design contract 	Q1 – Q2		31 new graphic design requests managed during this period.
<ul style="list-style-type: none"> Manage the corporate 	Q1 – Q2		£15,300.08 expenditure on corporate advertising.

<p>advertising contract</p> <ul style="list-style-type: none"> Assist with the development and distribution of internal communications to all staff Consider and agree a new Strategic Approach to Communications & Marketing Appointment of Corporate Graphic Design Agency 	<p>Q1 – Q2</p> <p>Q1</p> <p>Q2</p>	<p></p> <p></p> <p></p>	<p>24 internal newsletters issued to staff.</p> <p>SMT approval on the new way forward.</p> <p>Strategy, Policy and Resources Committee approval to award a new tender contract.</p>
<p>Corporate Plan 2020-23</p> <ul style="list-style-type: none"> Review Corporate Plan 2020-23 	<p>Q2</p>	<p></p>	<p>The Corporate Plan 2020-23 was completed but its launch was postponed due to COVID 19 . It is now being reviewed and will be finalized in the Autumn.</p>
Ongoing / Statutory			
<p>Ensure Statutory Duties Compliance</p> <ul style="list-style-type: none"> Annual progress report for period 2019-2020 to ECNI on implementation of Section 75 statutory duties Annual progress report for period 2019-2020 to ECNI on implementation of Disability Duties Annual report for period 2019-2020 to DAERA on implementation of Rural Needs Act Review responses to 12-week public 	<p>Q1</p> <p>Q1</p> <p>Q1</p> <p>Q1</p>	<p></p> <p></p> <p></p> <p></p>	<p>Considered at June 2020 Strategy, Policy & Resources Committee. To be forwarded to ECNI following ratification at July 2020 Council Monthly meeting.</p> <p>Considered at June 2020 Strategy, Policy & Resources Committee. To be forwarded to ECNI following ratification at July 2020 Council Monthly meeting.</p> <p>Considered at June 2020 Strategy, Policy and Resources Committee. To be forwarded to DAERA following ratification at July 2020 Council Monthly meeting.</p>

consultation on Equality Action Plan & Disability Action Plan			Report and revised Equality Action Plan and Disability Action Plan to be considered at August 2020 Strategy, Policy & Resources Committee.
Desirable			
NOTHING HERE			
Delayed / Suspended			
Implementation of Irish Language Bursary Scheme suspended temporarily.	Q1 – Q2		<p>The suspended Irish Language Bursary Scheme was considered at a Special meeting of the Strategy, Policy and Resources Committee on 25 June 2020 recommended the following:</p> <ol style="list-style-type: none"> 1. Council's Irish Language Unit proceed to re-open the Irish Language Bursary Scheme for period 2020/2021 for calls related to periods April - September 2020 and October 2020 - March 2021. 2. Underspend within the Irish Language Bursary Scheme budget for the period April - September 2020 be ring-fenced for the next financial year (2021-2022). 3. Officers to give consideration as to the appropriate governance, including applicants' letters of offer and opening date of a call for applications to an Irish Language Bursary Scheme 2021-2022; this to be tabled for consideration at a future meeting of the Irish Language Strategy Cross Party Working Group.
Award of Silver Poppies to surviving World War II veterans during May 2020 has been delayed (provisionally delayed to Q2)	Q1		It is envisaged the initiative will take place during Q2. The COVID-19 related lockdown of businesses delayed the commissioning of the silver poppies. The surviving WWII veterans were advised the initiative was postponed.
Commence development of a new Communications & Marketing Strategy (pending finalisation of Corporate Plan and Directorate Business Plans)	Q2		Pending finalisation of Corporate Plan 2020/2023.
Areas of Good Practice / Improvement			

A fully integrated marketing service on behalf of the Council has continued to be delivered ensuring that our communications and marketing activities meet the needs of our customers and other stakeholders.

A new Strategic Approach to Communications and Marketing has been agreed. Implementation is pending the appointment of a new graphic design contract.





A proposed engagement exercise will be undertaken with a representative sample of residents to review the current suite of objectives, actions and measures in the Corporate Plan 20-23 to ensure they remain relevant and meaningful. This process will also help strengthen the alignment and cascade of corporate objectives to Business Plans and Service Plans.





The successful introduction of remote working and virtual teamwork has facilitated the seamless provision of services and legislative compliance across a range of statutory duties.




Areas for Business Transformation









Continue to use digital communications in a way that enhances the Council's communications and marketing in an efficient and cost-effective way.

Review the numerous tools that can be used on social media to engage better and improve content such as live streaming, video, infographics etc. Continue to use social media advertising where possible.





Estates and Asset Management			
Objective / Activity	Timescale	Status	Progress
New			
Covid-19 Emergency Planning	Sept 20		Emergency planning ongoing as and when required, reacting to any changing requirements.
Covid-19. Impact on Construction Industry	Sept 20		Construction works recommenced albeit with associated restrictions. Contract conditions amended future contracts not yet procured. Potential increase in costs. Further review of impact on construction industry to take place on receipt of updates from the construction industry and government guidance.
Essential			
Ongoing / Statutory			
Delivery of capital programme.	2020		Capital projects being delivered on site where contractually committed. Review of capital programme commenced at July EWG. This review is ongoing and will be brought forward to further EWG and SP&R in August.
Estate Assets Strategy	Sept 2020		Further works to take place, as officers have been focusing on surplus assets and




			advancing associated planning applications.
Surplus Assets	Sept 2020		Surplus assets reviewed at EWG in June 2020 with report approved at June's SP&R to: proceed to open market on 6 assets; release 1 assets to the D1 process and remove 7 assets from the surplus asset list. Updated report to be brought to August EWG and SP&R meetings.
Desirable			
Review Council Health & Safety policy	2020		Not yet commenced, due to workload associated with Covid-19 emergency planning.
Emergency Planning (business continuity plans)	Sept 2020		First Business Continuity Plan prepared July 2020 (pandemic flu). Next plan to be prepared in August 2020 (IT).
Delayed / Suspended			
Emergency Planning desktop exercise	2021		Will advance in line with projection - 2021.
Areas of Good Practice / Improvement			
<p>A lot of lessons have been learnt over the past 4 months on how staff have adopted to new ways of working. This includes: remote working and attending associated meetings via online platforms (Microsoft Teams, Skype for Business).</p> <p>Further improvements or additional resources needed to ensure adequate staff cover for emergency planning should a 2nd wave of Coronavirus occur in the autumn (particularly for the Emergency Planning Team).</p>			
Areas for Business Transformation			
Further work required to take place on the Estate Management strategy, so there is a clear way forward to managing and maintaining the estate portfolio.			




Finance			
Objective / Activity	Timescale	Status	Progress
New			
Establishment of live COVID19 Risk Register – updated regularly by SMT	Q1		Corporate Risk Register reviewed by SMT in May and June 2020. Two new COVID19 risk added. Corporate Risk Register presented to the Audit Committee on 6 July 2020
Essential			
Provide up to date Governance Training through the e-learning Platform	Q3		Meeting with HR in July 2020 around suitable modules. Training will be rolled out once policies have been revised. On Schedule.
Complete contracts mapping process	Q4		Contracts Mapping exercise is ongoing. Procurement team





			updated CMT of progress in July 2020.
Ongoing / Statutory			
Ensuring the Internal Audit Plan for 2020/21 is complete	Q4		On Schedule. Two internal audit planning meetings held in July 2020. Fieldwork to begin in August 2020.
Raising Concerns Policy to be developed when NIAO best practice guide released	Q2		Raising Concerns best practice guide issued by NIAO in June 2020. Revised Raising Concerns Policy to be presented to Audit Committee in September 2020.
Update Procurement Policy, provide training and continue to monitor performance and adherence to same.	Q2		Procurement Policy is continually in line with legislation and best practice. Procurement Manager revised the the ITT and RFQ Document templates and the STA template in June 2020 and informed all staff.
Develop a Contracts Management Procedure	Q2		Contracts Management procedure to be developed by September 2020.
Desirable			
Ensuring CRM looks at merging risks / H&S /insurance and audit tracking	Q4		Work is ongoing.
Move towards alignment of payroll practices across the council and review of underlying process	Q4		Work is ongoing.
Review existing coding structures to improve management reporting	Q4		Work is ongoing.
More strategic focus on long-term rates planning	Q3		Work is ongoing.
Areas of Good Practice / Improvement			
<p>All teams within Finance have adopted to new ways of working. This includes: remote working and attending associated meetings via online platforms (Microsoft Teams, Skype for Business). Payroll and Accounts Payable are working remotely with no effect on the service provision.</p> <p>HM Treasury published a new version of the guidance for risk management in the public sector. The 'Orange Book Management of Risk – Principles and Concepts', was released in May 2020. Despite currently being compliant with the main principles of The Orange Book, there is an opportunity to initiate improvement actions in relation to a number of the supporting principles, as well as other practical measures found within The Orange Book. Council will update its Risk Management policy to reflect the Orange Book Amendments.</p>			
Areas for Business Transformation			

The Assistant Director of Finance is currently looking at options for a new Procurement / Ordering System, which can be best linked with the finance software which is currently in operation.





Human Resources and Safeguarding			
Objective / Activity	Timescale	Status	Progress
New			
Identification of available resources to support redeployment of employees to support Covid-19 key frontline activities.	For the duration of the emergency		<p>Community hubs resourced by redeployed staff.</p> <p>Scoping completed to identify employees for redeployment from those unable to work and/or furloughed.</p> <p>Vacancies (including seasonal and Covid-19 related requirements) offered as redeployment opportunities to those groups of staff via 'Expressions of Interest' and by targeting suitable individuals.</p> <p>Reopening of facilities e.g. Leisure, has impacted on ability to redeploy staff from some departments. Work will continue in line with requirements.</p>
Develop new processes for notification, recording and reporting of absence (Covid-19 related and non). Required because of number of different HR systems in existence, none of which are sufficiently flexible or comprehensive.	Implement beginning of May 2020		Employee tracker developed to record status of employees, ie, Furloughed, Not Working, Working from Home, etc. and updated based on information received.
Development & implementation of a safeguarding protocol for Community Coordination Hubs	By end April 2020		Complete - Protocol developed and adopted.
Essential			
Launch of Managing Attendance Procedure to employees.	April 2020		Launch of new policy and procedure completed by 1 April 2020 with bespoke letters sent to all employees whose attendance was being formally managed



			or those on the threshold of a review point.
Human Resources and Safeguarding			
Objective / Activity	Timescale	Status	Progress
Commence work on Phase 2 T&Cs; presenting options for MS decision making and negotiation towards securing an agreed set of pay related (part 3 Green Book) provisions	April 2020		Extensive work completed in conjunction with Payroll. Detailed findings presented to SMT and high-level presentation provided to PRF. To be presented to JTUS @ August LCNF.
Maximise use of eLearning as an alternative method for employee communication, training and learning on the new Managing Attendance Procedure	Commence by end April 2020		Learning & Development Corporate Plan developed and accessible to employees via the staff area of the Council website. Text alert issued to all staff on 29 April 2020 with details on how to access eLearning; highlighting the Managing Attendance module. Managing Attendance eLearning module identified as mandatory training for Line Managers and Supervisors; for completion prior to the end of July 2020.
Adapt and tailor eLearning modules for the Council's LMS as an alternative to 'traditional' training methods.	Commencing April 2020		<p>Working with Subject Matter Experts, the following modules have been tailored since April 2020, as part of the new Corporate Training Programme. 'NMD....'</p> <ol style="list-style-type: none"> 1. Remote Worker Essentials 2. Managing Attendance 3. Records Management 4. Domestic Abuse Awareness 5. Remote Workers for Managers 6. Conference Call Etiquette 2020 7. Healthy Lifestyles. <p>Those modules in bold were identified as mandatory for specific groups of employees.</p>




Human Resources and Safeguarding			
Objective / Activity	Timescale	Status	Progress
Update Safeguarding training to meet both user and organisational needs; taking account of social distancing restrictions etc.	First Update April 2020		<p>Complete & Ongoing.</p> <ol style="list-style-type: none"> 1. Safeguarding Learning support package developed and circulated for community support hub staff. 2. Circulation of partner agency support materials and learning programmes. 3. COVID 19 specific support material developed & Folder created in Safeguarding on R drive including specific referencing for signs & indicators of harm during lockdown. 4. Review ongoing of Safeguarding training and associated delivery methods. 5. Domestic Abuse eLearning module developed and launched within the Safeguarding Portal. 6. Trauma Informed Practice & Adverse Childhood Experience eLearning module (SBNI) has been developed and is currently being integrated as a core Safeguarding module. 7. Human Trafficking eLearning module being developed and to be integrated as a core Safeguarding module.
Introduction of new Domestic Abuse Policy and procedures to support and protect staff from harm who are subject to abuse & sexual violence and signpost staff to support services.	Commencing April 2020		Domestic Abuse Paper (for Policy and Procedures) taken through and authorised by CMT & SMT – to be presented to Council SPRC in August meeting for consideration & adoption.
Update of HR Systems, individual employee records and communication to employees re: implementation of agreed Phase 1 new Terms & Conditions of employment.	Q1 2020-2021		<p>New procedures communicated to employees in June 2020.</p> <p>Time and Attendance systems updated other than where System Developer input is required. Agreement secured on financial provision for this work to be completed.</p>

Human Resources and Safeguarding			
Objective / Activity	Timescale	Status	Progress
Launch & Communicate new supporting Procedures to HR, Line Managers and all employees			Further communication to be issued to employees once the Covid related restrictions have been eased.
Delayed / Suspended			
In conjunction with Community Planning & Community Engagement, examine opportunities to create/extend Volunteering Opportunities within and external to the Council	Suspended		Initially suspended but recommenced and provision of ongoing to support, in the context of Safeguarding, for the development of a Council Volunteer Policy and Procedures by prioritising and mitigating safeguarding risks in key/core areas.
Further Develop Work Experience/Work Placement Programmes across the Council	Suspended	N/A	Remains suspended
Pursue options relating to joint working with (a) Cluster Council on new Job Evaluation Procedures	Delayed - Revisit H2		Options for consideration prepared for August SMT meeting
Conclude People Perform & Grow (PPG) Pilot, evaluate pilot findings & recommendations.	Q3 / Q4 20-21 (in line with business and service planning process for 21-22)		Questionnaire developed and ready for circulation to those who participated in the pilot in order to evaluate the pilot findings. Recommendations to follow from evaluation.

Human Resources and Safeguarding

Objective / Activity	Timescale	Status	Progress
Implement a process which recognizes individual and team contribution aligned to Corporate and Service Plans and which supports the development and Growth of employees. (People Perform & Grow (PPG))	Q1 2021/2022		<p>Based on the outcomes from the Pilot evaluation, the PPG process will be finalized, communicated and rolled out to all employees.</p> <p>An eLearning module on the PPG process will be developed along with an employee PPG guide.</p>
Corporate Training Programme & Departmental Training	April – September 2020		<p>Corporate L&D Programme completed and issued on 18.06.20.</p> <p>First L&D newsletter emailed to all staff on 18.06.20 designed to bring quarterly updates in relation to the eLearning platform, corporate training programmes and forthcoming L&D activities.</p> <p>Departmental Training under review. Liaising with ADs to collate essential and urgent L&D activities that need to take place prior to December 2020 whilst also taking account of remote learning options.</p>
Employee Qualification Assistance Scheme (EQA)	2020-2021		<p>No EQA budget available for 2020-2021, any applications will be considered on a 'time off' only basis.</p> <p>Reimbursements for employees who have completed their 2019-2020 courses are on-going, this forms part of the accruals of the 2019-2020 EQA budget.</p>
Develop and implement the Safe Place initiative to support, protect and signpost citizens who are subject to abuse & sexual violence	Delayed pending reopening of Council facilities		<p>Safe Place Paper taken through and authorised by CMT & SMT – to be presented to August SPRC.</p> <p>Collaboration ongoing with partner agencies to develop webinar-based Safe Place training pathway for staff.</p>

Human Resources and Safeguarding			
Objective / Activity	Timescale	Status	Progress
Engagement with and development of existing and potential partnership working with internal external stakeholder groups	Impacted upon by lockdown & social distancing		<p>Initially impacted upon by lockdown & social distancing, however now recommenced & ongoing.</p> <p>External Partner agencies adapted and utilising cloud-based Conference platforms to engage – essential risk based shared information/learning continuing.</p> <p>As partner in adult safeguarding prevention workstream, supporting the continued planning for adult Safeguarding regional conference - Southern Trust.</p> <p>Collaboration with Procurement Department to ensure compliance with legislation and mitigate risk through inclusion of Safeguarding as a mandatory requirement in all tender/procurement processes.</p>
Increase Safeguarding awareness with stakeholder groups through communication & marketing to increase staff and citizen knowledge & understanding of safeguarding	H1 2020-2021		<p>Complete & ongoing.</p> <p>NMD website Public facing Safeguarding Page populated & updated for staff/citizens.</p> <p>Social Media Campaigns including, NMD & HSC Trusts children in Domestic Abuse media campaign, Elder Abuse Day, (including Video created), NSPCC, Leisurewatch and existing NMD media outlets (Be Active platform).</p> <p>Review of literature development identified that adopting a social media-based strategy maximised community engagement with flexibility to adapt messaging to meet changeable/emerging issues (therefore development of stand-alone literature not pursued).</p>

Human Resources and Safeguarding			
Objective / Activity	Timescale	Status	Progress
Planning for The Future	2020-2021		<p>Chief Executive to review financial implications of the review.</p> <p>Tier 4 to be presented to committee in Q 2/3</p> <p>Employee and TU consultation to continue in H2</p> <p>L&D working with the HR Manager to scope L&D provisions required.</p>
Ongoing / Statutory			
Support the reduction of Sickness Absence	2020-2021		<p>New MAP launched and training for managers via eLearning.</p> <p>Standing item on CMT Meetings</p> <p>HR processes and practices in place to support managers and employees.</p> <p>HR actions = green however, reduction in sickness absence across the organisation and in other departments not reflected in all cases.</p>
Mitigate safeguarding risks in existing arrangements, emerging issues and future practice for both Council and citizens	2020-2021 Ongoing		<p>Continued proactive engagement with partner agencies to identify risk areas and be accountable for Council</p> <p>Safeguarding process through sharing of internal practice, developments and issues partners.</p>

Human Resources and Safeguarding














Areas of Good Practice / Improvement












- Enhanced IT capability has improved connectivity between the two 'sites'; with everyone working differently. Limited systems capability does however still reinforce the Downpatrick/Newry 'split' due to how and where certain systems can be operated
- Covid restrictions has accelerated the use and acceptance of eLearning which has proved to be effective
- The dedicated Staff Intranet has enabled communication with remote employees and presents an opportunity beyond Covid to overcome obstacles in reaching employees not on the Council email system
- The introduction of a branded HR Newsletter has facilitated clarity of message and signposts employees that such messages are employment related.
- Social distancing restrictions have forced HR to consider alternate ways of performing business as usual activities. Protocols have therefore been developed to facilitate remote interviews and formal employee relations meetings which will provide flexibility in service delivery going forward.

Areas for Business Transformation

Documentation & Records

- Covid restrictions and remote working has forced a change in how HR communicates with its customers and employees, how documents are issued and saved and a move from post to email
- The nature of employment and employment law relies very much on records and information which has historically relied upon printing and putting onto physical files. Saving documents, emails etc. electronically as opposed to traditional methods has resulted in smarter and more efficient ways of working aligns more closely to an Electronic Document Management System. Further IT developments will no doubt enable this to be more robust.
- Adopting a social media-based strategy in relation to Safeguarding as an alternative to printed literature targeted mainly at service users and Council facilities, maximised community engagement with flexibility to adapt messaging to meet changeable/emerging issues.

Information Technology			
Objective / Activity	Timescale	Status	Progress
New			
Support Mobilisation of Staff	Q1		All approved requests to support home working have been facilitated.
Support Return to Office	Q1-Q4		On course. Continuing to support RTO requests as they come in.
Support Hybrid Meetings	Q2-Q4		Implement new audio-visual equipment in larger meeting rooms to support in-person (socially distanced) attendance at virtual meetings.
Develop and Support Business Process Changes	Q2-Q4		Develop and support business process changes and adapt underlying platforms to optimise engagement channels.
Essential			
Microsoft Enterprise Arrangement	Q1		Complete
WAN <ul style="list-style-type: none"> Complete Implementation Dismantle Legacy Arrangements 	Q1		Implementation complete. Legacy arrangements will be dismantled upon resolution of commercial arrangements.
Ways of Working <ul style="list-style-type: none"> Worker Style Identification Hardware Procurement, Build and Deploy 	Q2		Worker Style Identification dependent upon decision from SMT on Council Future Working Model in light of COVID19. Timetable for Hardware Procurement, Build and Deployment therefore likely to slip.
Fixed Telephony <ul style="list-style-type: none"> Dismantle Legacy Arrangements Integrate with eMail Service Automate Reporting to Service Managers 	Q2		On course.
Business Continuity/Disaster Recovery	Q2		On course
Managed Print	Q2		On course
Ongoing / Statutory			
System Administration	On-going		
Service Desk (User and Device Support)	On-going		
Moves/Adds/Changes	On-going		

Third Party Support Facilitation	On-going		
Contract Management	On-going		
Tenant Support	On-going		
Procurement	On-going		
Business Engagement	On-going		
Desirable			
Resolve Legacy Contractual Issues	Q1		Should be complete by Q2.
Chamber Delegate System	Q2		Requirement to be clarified
Merchant Services <ul style="list-style-type: none"> Review Merchant Services provision 	Q2		On course
WiFi <ul style="list-style-type: none"> Dismantle Legacy Arrangements Continue Phase 2 Implementation 	Q2		Complete
Planning ePIC Replacement <ul style="list-style-type: none"> Contribute as required 	Ongoing		
Continue Implementation of IT Transformation Programme	Ongoing		Focus on core projects
Delayed / Suspended			
Most projects will have slipped due to priority refocusing and supplier availability, but we still aim to complete as originally planned.			
Areas of Good Practice / Improvement			
All IT Staff have adapted to home working and are continuing to support other parts of the business in becoming more productive under home working conditions.			
Areas for Business Transformation			
Early testing of solutions to support a blended approach to working, incorporating remote and office-based attendees on the collaboration platform.			

Report to:	Strategy, Policy & Resources Committee
Date of Meeting:	17 September 2020
Subject:	Consultation on the Code of Conduct for Local Government Employees
Reporting Officer (Including Job Title):	Catrina Miskelly, Assistant Director Corporate Services
Contact Officer (Including Job Title):	Eimear McGrath, HR Business Partner

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

For decision	X	For noting only	
1.0		Purpose and Background	
1.1		At the August Committee Meeting, Members considered the Local Government Staff Commission (LGSC) consultation on a revised Code of Conduct and asked that the proposed consultation response be amended to take account of the feedback provided by Members at that meeting (SPR/91/2020 minute refers).	
1.2		The purpose of this paper to respond to the issues raised and provide a revised NMDDC Consultation Response Questionnaire. For ease, the amendments made to the relevant sections of the Consultation Response Questionnaire have been highlighted in red; showing the original and revised response (Appendix 1).	
2.0		Key issues	
2.1		<p>Query</p> <p><i>"There was disparity between the Code of Conduct for Councillors and that for Employees and direction should be sought from NAC and other Councillor bodies before agreeing to submit the consultation response".</i></p> <p>Response</p> <p>This feedback was provided to a LGSC Director who contacted the NAC and is arranging to meet with some of their members to discuss the Councillors' Code.</p>	
2.2		<p>Query</p> <p><i>"Clarity required on Political Neutrality and closing off the possibility to represent the local community, only because someone was an employee of the Council, would be penalising and inhibitive. Suggest looking at the rules and regulations that exist within the Civil Service".</i></p> <p>Response</p> <p>The legislative provisions relating to this (links included), mean that anyone employed by a council shall be disqualified for being elected or being a councillor. As such, a Council employee cannot stand for election or be elected to the Council.</p> <p>Local Government Act (Northern Ireland) 1972 - Section 4 https://www.legislation.gov.uk/apni/1972/9/section/4 Local Government (Disqualification) (Prescribed Offices and Employments) Regulations (Northern Ireland) 2014 - http://www.legislation.gov.uk/nisr/2014/292/made.</p>	

	The suggested amended response is at Section 4.3 on page 3 of Appendix 1 and is reflective of the SPRC minute (SPR/91/2020).
2.3	<p>Query <i>"Concerns exist around the Councillors Code of Conduct and the restrictions that were placed upon Councillors that limit them from carrying out their role. The matter of close personal working relationships needed clarified".</i></p> <p>Response The suggested amended response is at Section 4.4 on page 3 of Appendix 1.</p>
3.0	Recommendations
3.1	That Members agree to the revised Consultation Response Questionnaire at Appendix 1.
4.0	Resource implications
4.1	Due to COVID-19, the Commission decided to extend the closing date for consultation responses to Wednesday 30th September 2020 . The LGSC was notified following last month's Committee meeting, that this Council's agreed response would be delayed due to the response being reconsidered at this meeting. The Working Group (which includes NMDDC HR representation), will be meeting to review the consultation responses in early October.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
	<p>1. General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
	<p>2. Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
	<p>3. Proposal initiating consultation</p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p>

	<i>Rationale:</i>
6.0	Due regard to Rural Needs (please tick all that apply)
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p> <p>If no, please complete the following:</p> <p>The policy / strategy / plan / public service is not influenced by rural needs <input checked="" type="checkbox"/></p>
7.0	Appendices
7.1	Appendix 1 – Revised NMDDC Consultation Response Questionnaire
8.0	Background Documents
8.1	Refer to Item 5 (paper and appendices) from the Strategy, Policy & Resources Committee of 13 August 2020.

APPENDIX 1

**Code of Conduct
for Local Government Employees**

Consultation Questionnaire

February 2020

Background

This paper seeks feedback on the amendments to the revised Code of Conduct which was developed by a Working Group, comprising representatives from the Councils, NIHE, the Department for Communities and the Trade Unions.

The amendments to the Code have been made:

- to take account of best practice
- following a review of examples of similar Codes of Conduct in other public sector bodies
- to address issues which Councils had reported in operating the current Code.

When the consultation closes, the Working Group will meet to consider the responses received. The final amended Code of Conduct for Local Government Employees will then be approved by the Commission before being issued in September 2020 as a statutory recommendation to Councils for implementation by 1st October 2020.

Feedback

General

Do you have any comments on the Code of Conduct in general?

Newry Mourne and Down District Council welcomes a revised Code of Conduct which better reflects modern day working in local government in Northern Ireland

Section 1 - 3 Introduction, Status and Framework of the Code

Do you have any comments on the Introduction, Status and Framework of the Code?

Newry Mourne and Down District Council agrees that the public is entitled to expect the highest standards of conduct from all employees who work for councils in Northern Ireland and the updated Code provides greater clarity on what that means.

Referencing Section 2.0 specifically, we would question the reference to '*district*' councils; given the provisions of this Code apply to all staff employed by councils in Northern Ireland which vary in size and designation, as well as the Local Government Staff Commission for NI.

4.1 Standards of Behaviour, Impartiality and Conflicts of Interest

Do you have any comments?

Newry Mourne and Down District Council welcomes the link to the NI Audit Office 'Conflicts of Interest: A Good Practice Guide, which has been provided

4.2 Disclosure of Information

Do you have any comments?

The clarity contained within this section is welcomed

4.3 Political Neutrality

Do you have any comments?

~~Newry Mourne and Down District Council welcomes the addition to the Code, clarifying that an employee of a council cannot stand or be elected as a councillor. The appendix providing guidance on participating in political activity for council officers is also welcome.~~

Newry, Mourne and Down District Council notes this suggested amendment to the Code has been added to make clear that legislation exists to prohibit a Council employee from standing or being elected as a Councillor. Nonetheless, Newry, Mourne and Down District Council considers this to be penalising and inhibitive and suggests looking at the rules and regulations that exist within the Northern Ireland Civil Service.

4.4 Potential Conflict of Interest Situations

Do you have any comments?

Newry Mourne and Down District Council welcomes the expansion of this section to provide greater clarity around potential conflict of interest situations.

With reference to the sentence at the beginning of Page 12 regarding '*Contact with the Community and Service Users*' and whilst this Council agrees that '*Employees should always try to be positive, constructive and inclusive*' we consider it would be more appropriate to rephrase this sentence in a more proactive manner rather than suggesting a requirement to make reasonable adjustments (see suggested text below):

'and make reasonable adjustments where required, for example, for someone whose first language is not English or who has a disability'.

Whilst not included in the Schedule of Amendments and recognising this statement is contained within the current Code of Conduct, Newry, Mourne and Down District Council requests that the following wording is removed from the first paragraph '*Relationships with Councillors*' (Page 11):

"Close personal familiarity between employees and individual councillors can damage this relationship and prove embarrassing to other employees and councillors and should therefore be avoided (see paragraph 4.1, page 8 - Standards of Behaviour, Impartiality and Conflicts of Interest, in relation to disclosing every potential conflict of interest)."

Newry, Mourne and Down District Council considers this wording to be unnecessary. Both the preceding statement and the paragraph which follows sufficiently deal with how employees and Councillors should engage.

4.5 Appointments and other Employment Matters

Do you have any comments?

In addition to the clarification that employees *'should not be involved in decisions in relation to discipline, promotion or pay adjustments for any other employee with whom they have a close personal relationship'*, it should also make clear that an employee should declare an interest and in some cases remove themselves from discussions etc where they personally could potentially be a beneficiary and/or be impacted by decisions made.

4.6 Outside Commitments

Do you have any comments?

Newry Mourne and Down District Council welcomes the updated provisions in this Code which are more relevant in today's working world. The first sentence however (i.e. *'Employees must not have any external business, external employment or external appointment without advising their line manager'*) is considered to be too wide; given the broad definition of 'employee' and that Council may not always be the primary employer (e.g. Casual Workers/Agency Workers/Part-Time employees),

The importance of Line Managers being notified of other jobs from a Health & Safety/Working Time perspective is acknowledged and the identification of any potential conflicts needs to happen however, the nature of the relationship between all classifications of worker/employee and their employer Council is not the same; nor is the mutuality of obligation.

4.7 Personal Interests

Do you have any comments?

Newry Mourne and Down District Council welcomes the expansion of this section to provide greater clarity around potential conflict of interest situations. It is hoped this will assist Councils in being able to compile complete Registers of Interests of employees.

4.8 Equality Issues

Do you have any comments?

No additional comments

4.9 Separation of Roles During Procurement

Do you have any comments?

No additional comments

4.10 Fraud and Corruption

Do you have any comments?

No additional comments

4.11 Use of Financial and other Council Resources

Do you have any comments?

Newry Mourne and Down District Council welcomes the added provision that a council employee responsible for a significant budget should inform their line manager if they become insolvent or bankrupt but would suggest the removal of the word 'significant' as interpretation could be very subjective. To allow simply for this provision to apply where any budgetary responsibility exists, allows for better governance

4.12 Hospitality and Gifts

Do you have any comments?

The ability to add a hyperlink to the Council’s own arrangements in the section and throughout the document is most welcome.

4.13 Sponsorship – Giving and Receiving

Do you have any comments?

No additional comments

4.14 Whistleblowing

Do you have any comments?

No additional comments

4.15 Breaches of the Code of Conduct

Do you have any comments?

No additional comments

Appendix 1 Legal and Other Provisions

Do you have any comments?

Clarification of the definition of an employee is helpful but also refer to response at 4.6

Appendix 2 Guidance on Participating in Political Activity

The working group are seeking views on whether the Code of Conduct should contain guidance on council employees participating in political activity depending on their role in the council, for example canvassing for a political party, expressing views on political matters in letters to a newspaper, or in books, articles or leaflets.

Do you have any views?

Newry Mourne and Down District Council would be supportive of the Code of Conduct containing practical guidance on Council employees participating in political activity. Depending upon their role, responsibilities, level in the organisation etc, it may not always be appropriate for an officer/local government employee to be canvassing for a political party or expressing views on political matters including on social media.

Such guidance would need to take account of 4.3 (Political Neutrality) & 4.4 (Potential Conflict of Interest Situations) of the Code

Appendix 3 Model Declaration of Interest Form

Do you have any comments?

Newry Mourne and Down District Council is content to use this form provided in the Audit Office Good Practice Guide

Please return this questionnaire to lorna.parsons@lgsc.org.uk by Friday 22nd May 2020.

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	17 September 2020
Subject:	Presentation of 2021 Annual Report/NMD Connect
Reporting Officer (Including Job Title):	Regina Mackin, Assistant Director Corporate Planning and Policy
Contact Officer (Including Job Title):	Regina Mackin, Assistant Director, Corporate Planning and Policy

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

For decision	X	For noting only	
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Members are asked to note the contents of this report and agree the presentation of the 2021 Annual Report/NMD Connect to be published in February 2021.

1.0	Purpose and Background
1.1	To seek agreement for the presentation of the 2021 Annual Report/NMD Connect publication.
2.0	Key issues
2.1	<p>For the last three years, Newry, Mourne and Down District Council has published the Annual Report/NMD Connect as a single corporate document promoted on the Council website and supported by a limited print run. The document is published, in Irish and English.</p> <p>The document includes a review looking back at the previous year's achievements; highlights activities, initiatives and funding and looks forward to the strategic initiatives for the 2021-22 year. It also includes a comprehensive section on the Council's performance, how the Council spends monies collected, funding provided, DEA activities, Councillors details and contact details for the Council. It also provides the opportunity for citizens to express their opinions on facilities and services.</p> <p>The publication on the website and the limited print run is supported by a marketing campaign signposting local residents and the public to the website.</p> <p>The printed document is distributed to Council and community buildings/centres to ensure that residents have access to it. In addition, the Irish version is distributed to schools, health centres and Council buildings.</p>
3.0	Recommendations
3.1	It is recommended that the Council continues to publish the Annual Report/NMD Connect as one document, with versions in Irish and English published on the website and supported by a limited print run. This strategy has the advantage of ensuring the widest distribution across the district as well as ensuring value for money. The strategy will be supported by a marketing campaign.

4.0	Resource implications
4.1	Monies to support this publication are included within the 2020/21 budget.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>
6.0	Due regard to Rural Needs (please tick all that apply)
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>

	<p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	Appendices
	N/A
8.0	Background Documents
	N/A

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	17 September 2020
Subject:	Membership of Party Representatives Forum
Reporting Officer (Including Job Title):	Marie Ward, Chief Executive
Contact Officer (Including Job Title):	Marie Ward, Chief Executive

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

For decision	X	For noting only	

1.0	Purpose and Background
1.1	To consider Membership of Party Representatives Forum following request for membership from Councillor Brown with the establishment of a Technical Group incorporating the Alliance Council members and three of the five independent members of Council (See attached at Appendix One)
2.0	<p>Key issues</p> <p>The Party Representatives' Forum Terms of Reference were amended in July 2019 with Membership being agreed as follows:</p> <p>The Forum shall be comprised of the following:</p> <ul style="list-style-type: none"> • Mayor/ Chairman & Deputy Mayor/ Chairman; • One representative from each of the following recognised Political Parties on Council (Sinn Féin, SDLP, DUP, UUP) • In the year that Sinn Féin or SDLP do not hold Chair of Council, they are entitled to have a second Member on the Forum. <p>If the Technical Group of Councillors were to be agreed as having membership of the Party Representatives' Forum the current Terms of Reference (attached Appendix Two) would need to be amended to reflect same.</p> <p>The role of the PRF, which is really a consultative forum rather than a formal decision-making body.</p>
3.0	<p>Recommendations</p> <p>The decision of the acceptance of the Technical Group as a member of the Party Representatives Forum is one for Council.</p>
4.0	Resource implications
4.1	No Resource Implications
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)

[illegible]

7.0	<div> <div>Appendices</div> <div> <input type="checkbox"/> </div> </div>
	<div> <div>Appendix One – Request from Councillor Brown</div> <div>Appendix Two – TOR Party Representatives Forum</div> </div>
8.0	Background Documents
	N/A

From: Brown, Patrick

Sent: 01 September 2020 11:24

To: Ward, Marie <marie.ward@nmandd.org>

Cc: Malone, Gavin <gavin.malone@nmandd.org>; Enright, Cadogan <cadogan.enright@nmandd.org>;

Tinnelly, Jarlath <jarlath.tinnelly@nmandd.org>; McMurray, Andrew <andrew.mcmurray@nmandd.org>

Subject: Formal notice regarding establishment of Independent/Alliance grouping

Hi Marie,

This email is to give formal notice of the establishment of an Independent & Alliance grouping consisting of Cllrs Malone, Enright, McMurray, Tinnelly and myself. Cllrs Reilly and Gibbons have been invited and have declined, but are eligible to join at any stage as per the ToR attached. I am giving this notice as the outgoing group leader, with Cllr Tinnelly taking on the role of group leader from now on.

As this is the same makeup as the formally recognised Independent/Alliance grouping from the previous Council term, with 2 Alliance and 3 Independents, we trust it will be given the same treatment with regard to a position on the Party Representatives forum and other relevant positions. Part of this notice also stems from the comments from the SDLP group leader at a previous SPR meeting who stated he would be more than happy to consider such proposals if they were brought to him. Therefore I trust this notice will be discussed at the next Party representatives forum on the 10th September.

I would like to request that for the purposes of any meetings with the SMT, invites be addressed to this grouping via the group leader. This would apply to the meetings scheduled at 2pm and 4pm on 16th September with the Independents and Alliance groupings respectively. I would like to request that these meetings are now combined into one for our grouping. A separate meeting with the two other independents may be required.

Furthermore whilst as CEO I realise you are not responsible for the decision of the party leaders to exclude Alliance or Independents from the party representatives forum, I want to put on record that if the Independent/Alliance grouping is not finally given the formal recognition it has requested since the beginning of this term, we will be forced to get an independent legal opinion on the matter and may be forced to raise a formal complaint with the Local Government Ombudsman.

We look forward to hearing from you in due course.

Best,

Cllr Patrick Brown

Alliance Party - Rowallane DEA

Newry, Mourne and Down District Council

INDEPENDENT & ALLIANCE TECHNICAL GROUP TERMS OF REFERENCE

Last updated: August 2020

1. This group is not subject to any normal party discipline. It is based on honour, trust and mutual aid driven by self-interest. Membership of the technical group is entirely voluntary
2. This group is open to any small party (less than 3 members) or Independent member on Newry, Mourne and Down Council. Whilst not every member fitting this description is expected to join, they are welcome to join at any time during the council term
3. The group leader position will rotate annually as agreed by group councillors
4. Group leader is expected to notify group members of the agenda or subject of any 'party leaders meeting (PLM)'. This may be by circulating the agenda where an agenda exists, or by text or email where it is a 'single subject meeting'.
5. For non-routine items at the PLM, the independent group leader will propose how he will vote/abstain – and other independent group members need to reply if they disagree. Non-reply over 24 hours will be interpreted as consent.
6. On most 'bread and butter' issues, group members will follow the person whose constituency is affected by a planning, budgetary or any local community issue
7. Group members will consult with other members by email on 'Notice of Motions' explaining why they want to do it. Members can propose wording amendments to help the motion pass, but the final wording belongs to the proposer.
8. Membership of any working group or other body which requires a nominated member from the Alliance/Independent grouping will be decided collectively and unanimously by all members
9. Issues traditionally regarded and relevant to National or Religious identity will not normally be subject to group voting unless agreed by all parties.
10. Group members will be consulted by the group leader on how he proposes to vote or contribute at any group leaders meeting. Failure to respond or reply is interpreted as consent.
11. If something is coming up at a meeting that one group member thinks is important, it is incumbent on that person to warn the group leader and alert other members of the group, requesting a pre-meeting where required.

12. Prior to each council meeting the group will meet an hour beforehand in the group office in Downpatrick, where any issues can be discussed and strategized prior to sessions. A member will be expected to attend these or provide suitable correspondence in order to have their issues discussed.
13. Text message coordination will be necessary where time is short. Members should reply promptly, or risk losing their chance to input. Silence is normally associated with agreement.
14. Members on any committee should alert the group leader to any item coming up on any agenda likely to be of relevance to the group. Members should circulate agendas and minutes to each other where council staff have not done so.
15. In the event of a group member having a disagreement with the group leader, in the first instance an attempt should be made to resolve it by 'phone or email. Failing satisfaction, the matter should be raised with the group as a whole to provide direction to the group leader.
16. Any Member may leave the group, but the rest of the group will continue, and the next person will take the leaving persons turn as leader in rotation. Any leaving member may also re-join.

I hereby agree the TOR of this Technical Group and will abide by them for as long as I choose to be a part of it.

Agreed by Technical group members:

Jarlath Tinnelly (IND – Crotlieve) GROUP LEADER

Cadogan Enright (IND – Downpatrick)

Gavin Malone (IND – Newry)

Patrick Brown (ALL – Rowallane)

Andrew McMurray (ALL – Slieve Croob)

Report to:	Strategy Policy and Resources Committee
Date of Meeting:	17 September 2020
Subject:	Action Sheet for Albert Basin Task and Finish Working Group Meeting – 20 August 2020
Reporting Officer (Including Job Title):	Michael Lipsett, Director of Active and Healthy Communities
Contact Officer (Including Job Title):	Paul Tamati, Assistant Director of Leisure and Sport

<table border="1"> <tr> <td>For decision</td> <td><input type="checkbox"/></td> <td>For noting only</td> <td><input checked="" type="checkbox"/></td> </tr> </table>		For decision	<input type="checkbox"/>	For noting only	<input checked="" type="checkbox"/>
For decision	<input type="checkbox"/>	For noting only	<input checked="" type="checkbox"/>		
1.0	Purpose and Background				
1.1	The purpose of this report is to update the Strategy Policy and Resources on actions from the Albert Basin Task and Finish Group Working Group meeting held on 20 August 2020				
2.0	Key issues				
2.1	N/A				
3.0	Recommendations				
3.1	That the Strategy Policy and Resources Committee note the actions from the Albert Basin Task and Finish Working Group meeting held on 20 August at Appendix 1.				
4.0	Resource implications				
4.1	None				
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)				
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>				
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>				

	<p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>
6.0	Due regard to Rural Needs (please tick all that apply)
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p> <p>If no, please complete the following:</p> <p>The policy / strategy / plan / public service is not influenced by rural needs <input type="checkbox"/></p>
7.0	Appendices
	Appendix 1: Action Sheet of Albert Basin Task and Finish Working Group
8.0	Background Documents
	None

ALBERT BASIN TASK AND FINISH WORKING GROUP
THURSDAY 20 AUGUST 2020 AT 3.35 PM
VIA SKYPE

In attendance: Michael Lipsett, Director of Active and Healthy Communities
 Paul Tamati, Assistant Director Leisure and Sport
 Conor Haughey, Head of Outdoor Leisure
 Councillor R Mulgrew (Chairperson ABWG)
 Councillor C Casey
 Councillor V Harte
 Councillor G Malone
 Councillor M Savage
 Councillor G Stokes
 Councillor D Taylor
 Mr B Clelland, Newry 2020
 Mr M McConville, Newry 2020
 Mr O McGauley
 Ms C Ruddy, Drumalane Quayside Community Association
 Mr Jerome Mullan, Newry Chamber of Commerce
 Ms S Taggart, Democratic Services Manager (Acting)

Also in attendance: Mr Tony Morrison, Consultant, Otium Leisure
 Alison Keenan, Consultant, Otium Leisure

Apologies: Apology received from Councillor Stokes

ACTIONS ARISING:

Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
1. Introduction and Apologies	Apology received from Councillor Stokes	ML		
2. Declarations of Interest	None.	PT		

3. Review of previous action sheet 21 and 29 May 2020	<p>Actions were accepted.</p> <p>Proposed by Cllr Casey and seconded by Cllr Savage.</p>	PT		
4. Draft Final Public Consultation Document	<p>Members thanked the consultants for the work completed thus far with Councillor Savage stating there was a desire to move forward as quickly as possible to deliver the park.</p>	PT		
5. OTIUM Leisure Public Consultation Summary Presentation	<p>Agreed:</p> <p>Members discussed at length various issues and acknowledged the work completed by officers on the scheme.</p> <p>Potential for changing places public conveniences to be investigated.</p> <p>B Clelland acknowledged the work completed by the consultants in capturing the huge range of ideas and passion that existed for the park. He stated he would revert to the Committee with more detailed comments in due course having had time to digest the document.</p>	PT BC		
6. Next Steps	<p>Agreed:</p> <p>B Clelland praised the fantastic public consultation document however stated 2024 for the realization of the park was too far in the future. He asked that officers revert to the Capital Projects Team to investigate ways of delivering the park sooner.</p> <p>Councillor Mulgrew suggested Colin Quinn attend the next meeting of the working group and stated no one wanted to hamper the development of the park, however, due process must be followed.</p>	PT ML		

Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
7. Date of next meeting	19 th November 2020			

**STRATEGIC FINANCE WORKING GROUP
THURSDAY, 10 SEPTEMBER 2020
HYBRID MICROSOFT TEAMS MEETING**

In attendance:

(Councillors)

Councillor T Andrews	Councillor P Brown
Councillor P Byrne	Councillor C Casey
Councillor W Clarke	Councillor L Devlin
Councillor O Hanlon	Councillor V Harte
Councillor M Larkin	Councillor A Lewis
Councillor M Savage	Councillor G Sharvin (Chairperson)
Councillor G Stokes	Councillor J Tinnelly
Councillor J Trainor	

In attendance:

(Officials)

Dorinnia Carville, Director of Corporate Services
 Michael Lipsett, Director of Active & Healthy Communities
 Roland Moore, Director of Neighbourhood Services
 Ken Montgomery, Assistant Director of Finance
 Gerard Byrne, Audit Services Manager
 Colin Quinn, Assistant Director of Estates & Project Management
 Colum Jackson, Assistant Director of Enterprise Regeneration & Tourism Department
 Andrew Patterson, Assistant Director of Tourism Culture & Events
 Gavin Ringland, IT Manager
 Catherine Hanvey, PA to Director of Corporate Services
 Linda O'Hare, Democratic Services
 Colette McAteer, Democratic Services

Apologies:

Councillor Kathryn Owen

Declarations of Interest: None

Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
1. Election of Chair	<p>Members were asked to elect a Chair from the current membership who will chair for the next year until next AGM. Councillor Sharvin proposed as Chair.</p> <p>P: Councillor Byrne S: Councillor Hanlon</p> <p>Councillor Sharvin chaired meeting.</p>	D Carville		
4. Action sheets	Agreed: Members noted the up-dated action sheets from meetings of 15/6/20, 23/6/20, 27/7/20 and 3/8/20 which were already approved at SP&R on 13/8/20.	D Carville		
5. Terms of Reference for Strategic Finance Working Group	<p>Members were asked to consider and agree the contents of the report.</p> <p>Agreed: Members agreed contents of report. P: Councillor Byrne S: Councillor Hanlon</p>	D Carville		
6. Council's 4 Year Capital Programme	<p>Members asked to note Capital Programme as agreed February 2020. This document was agreed on 3/2/2020 as part of the rates process. Due to Covid 19, Capital Plan has now been reviewed and amendments made, as per attached report.</p> <p>Agreed: Members agreed to note report.</p>	G Byrne		
7. Leisure Capital Scheme Approvals	<p>Members asked to agree the commissioning of 5 projects outlined in report.</p> <p>Agreed: Members agreed to approve recommendations.</p>	M Lipsett		

Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
	P: Councillor Byrne S: Councillor Sharvin			
8. Up-date on Disposal of Surplus Assets	<p>Members asked to note the contents of the report and updated Appendix attached therein.</p> <p>Agreed: Members agreed to remove Open Space Land at Cullaville from list as Community Group wish to retain. Officers to continue to engage with DFI roads around widening road at this area and liaise with Slieve Gullion DEA officers in relation to same.</p> <p>Agreed: Members agreed to note contents of report.</p>	C Quinn		
9. Forest Park Charging	<p>Members asked to agree to the recommendations contained in report to undertake a consultation and further necessary works prior to introduction of charging.</p> <p>Agreed: Members agreed to both of the recommendations contained in the report.</p>	A Patterson		
10. Introduction of Parking Control Measures	<p>Members asked to agree to the recommendations contained in the report.</p> <p>Agreed: Members agreed to proceed with the planning implementation of parking control measures with the exception of the undernoted sites:</p> <ol style="list-style-type: none"> 1. Downshire Road, Newry 2. Canal Bank, Newry 3. Donard Park, Newcastle 	C Jackson		

Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
	4. Market Street, Downpatrick P: Councillor Sharvin S: Councillor Hanlon			
END – 4.49pm				

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	17 September 2020
Subject:	Sickness Absence – 3-year review
Reporting Officer (Including Job Title):	Louise Fitzsimons, HR Manager
Contact Officer (Including Job Title):	Louise Fitzsimons, HR Manager

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

For decision	<input type="checkbox"/>	For noting only	<input checked="" type="checkbox"/>
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1.0	Purpose and Background																
1.1	The purpose of this report is to provide an update on sickness absence levels across Council for the year ending 31 March 2020 and compare figures with previous years.																
2.0	Key issues																
2.1	For the twelve-month period ending 31 March 2020, days lost due to sickness increased by 1564 to 14583.5; compared to 13019.5 for the year ended 31 March 2019; representing an increase of more than 1 day per employee.																
2.2	Three Directorates saw year on year increases in days lost to sickness absence during the rolling twelve-month period namely, Active and Healthy Communities, Corporate Services and Chief Executive and Neighbourhood Services Directorates. Days lost to sickness absence decreased in the Enterprise, Regeneration and Tourism directorate.																
2.3	All Directorates showed an increase in short term absences and long-term absence decreased in both the Enterprise, Regeneration and Tourism, and Neighbourhood Services Directorates.																
2.4	Sickness Absence Levels for the three years ending 31 March 2018, 2019 and 2020 are provided in the table below: <table><tr><th>Year</th><th>Total Employees Absent</th><th>Total Days Lost</th><th>Average Days Lost per FTE</th></tr><tr><td>2019-2020</td><td>614</td><td>14583.50</td><td>15.77</td></tr><tr><td>2018-2019</td><td>565</td><td>13019.50</td><td>14.70</td></tr><tr><td>2017-2018</td><td>579</td><td>14491.40</td><td>17.13</td></tr></table> Whilst the figures show an increase in average days lost per employee for the year ending March 2020, there has been an overall reduction over the 3-year period of 1.36 days per employee.	Year	Total Employees Absent	Total Days Lost	Average Days Lost per FTE	2019-2020	614	14583.50	15.77	2018-2019	565	13019.50	14.70	2017-2018	579	14491.40	17.13
Year	Total Employees Absent	Total Days Lost	Average Days Lost per FTE														
2019-2020	614	14583.50	15.77														
2018-2019	565	13019.50	14.70														
2017-2018	579	14491.40	17.13														

2.5	<p>Over the same period the number of employees with no sickness absence is reflected below</p> <table border="1" data-bbox="260 264 970 443"> <tr> <th data-bbox="260 264 596 331">Year ending 31 March</th><th data-bbox="596 264 970 331">Number of employees with no sickness absence</th></tr> <tr> <td data-bbox="260 331 596 371">2018</td><td data-bbox="596 331 970 371">443</td></tr> <tr> <td data-bbox="260 371 596 412">2019</td><td data-bbox="596 371 970 412">543</td></tr> <tr> <td data-bbox="260 412 596 452">2020</td><td data-bbox="596 412 970 452">527</td></tr> </table>	Year ending 31 March	Number of employees with no sickness absence	2018	443	2019	543	2020	527
Year ending 31 March	Number of employees with no sickness absence								
2018	443								
2019	543								
2020	527								
2.6	<p>On 1 April 2020 a new Managing Attendance Procedure (to replace six legacy absence management policies) was introduced for all Council employees. This will ensure a more consistent approach to absence management. Sickness absence figures and the effectiveness of the new procedures and associated absence management interventions will continue to be monitored.</p>								
3.0	<p>Recommendations</p>								
3.1	<p>To note the contents of the report.</p>								
4.0	<p>Resource implications</p>								
4.1	<p>Reflected within Section 2 of this report</p>								
5.0	<p>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</p>								
	<p>1. General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>								
	<p>2. Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>								
	<p>3. Proposal initiating consultation</p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p>								

	<p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>
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7.0	Appendices
7.1	None
8.0	Background Documents
	None