

September 10th, 2021

Notice Of Meeting

You are requested to attend the Strategy, Policy and Resources Committee Meeting to be held on **Thursday, 16th September 2021** at **6:00 pm** in **Mourne Room, Downshire Civic Centre.**

Chairperson - Councillor O Hanlon

Deputy Chairperson - Councillor P Brown

Councillor P Byrne

Councillor S Doran

Councillor H Gallagher

Councillor R Howell

Councillor O Magennis

Councillor D Murphy

Councillor B O'Muirí

Councillor H Reilly

Councillor M Savage

Councillor G Sharvin

Councillor D Taylor

Councillor J Tinnelly

Councillor W Walker

Agenda

1.0 Introduction and Apologies

2.0 Declarations of Interest

3.0 Action Sheet arising from SPR Committee Meeting held on Thursday 12 August 2021

 *SPR-Action Sheet arising from 12 August 2021.pdf*

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Corporate Services

4.0 Assessment of Performance 2020-21

 *SPR Cover Report Assessment of Performance 2020-21.pdf*

Page 7

 *Appendix 1 Assessment of Performance 2020-21 for SPR Committee.pdf*

Page 10

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

Page 69

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

5.0 Easement over Council lands at Islands Pk, Newcastle

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.

 *SPR - Sep 16 2021 - Easement for storm drain at Islands park Newcastle.pdf*

Not included

 *Appendix - Map showing proposed Easement at Islands Park.pdf*

Not included

6.0 Update on the Development of Warrenpoint Community Centre

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.

 *Update on the Development of Warrenpoint Community Centre.pdf*

Not included

 *Appendix 1 - Updated Community Consultation.pdf*

Not included

7.0 Leasing of Council Land and Facilities - Expressions of Interest

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.

 **Leasing of Council Land and Facilities - Expressions of Interest.pdf**

Not included

 **Appendix 1 - Leasing Report.pdf**

Not included

 **Appendix 2 Derryleckagh Field.pdf**

Not included

 **Appendix 2B Derryleckagh Field.pdf**

Not included

 **Appendix 3 Generator House.pdf**

Not included

 **Appendix 4 Burren Village Green.pdf**

Not included

 **Appendix 5 - Drumaness Cricket Club.pdf**

Not included

 **Appendix 6 - Druumaness Soccer club.pdf**

Not included

8.0 Revised Risk Policy and Strategy

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.

 **Risk Policy and Strategy.pdf**


Not included

 **Appendix 1 - NMDDC Risk Management Policy 2021.pdf**

Not included

 **Appendix 2 - Risk Strategy June 2021 NMDDC.pdf**

Not included

 **Appendix 3 - daodof0420.pdf**

Not included

9.0 Debt Write Off at 31st March 2021

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.

 **Debt Write Off at 31st March 2021.pdf**

Not included

 **Debt Write Off at 31st March 2021 - Appendix 1.pdf**

Not included

 **Debt Write Off at 31st March 2021 - Appendix 2.pdf**

Not included

10.0 Neighbourhood Services

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.

 **Neighbourhood Services.pdf**

Not included

Exempt Information Items

11.0 Review of Temporary Contracts

This item is deemed to be exempt under paragraphs 1, 2 and 4 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 – 1) Information relating to any individual, 2) information which is likely to reveal the identity of an individual, 4) information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Council or a government department and employees of, or office holders under, the Council and the public may, by resolution, be excluded during this item of business.

 **Review of Temporary Contracts.pdf**

Not included

 **Appendix 1 - Funded Posts Proposed as 'Permanent Subject to Funding'.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

12.0 Strategic Finance Working Group Action Sheet - 27 August 2021

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.

 **SFWG - Action Sheet 27.8.2021.pdf**

Not included

For Noting

13.0 Minutes of Newry City Centre Regeneration Programme Board

Meeting held 20 May 2021 & 24 June 2021

 *Minutes of Newry CCR PB Meeting - 20.05.2021.pdf*

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 *Minutes of Newry CCR PB Meeting - 24.06.2021.pdf*

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14.0 Framework Document for Civil Contingencies Northern Ireland

 *Framework Document for Civil Contingencies Northern Ireland.pdf*

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 *Appendix 1 - Overview of NI Civil Contingencies Framework.pdf*

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15.0 Sickness Absence

 *Sickness Absence.pdf*

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Invitees

Cllr Terry Andrews

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

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

Cllr Roisin Howell

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

Cllr Harold McKee

Patricia McKeever

Cllr Karen McKevitt

Cllr Andrew McMurray

Catrina Miskelly

Cllr Roisin Mulgrew

Cllr Declan Murphy

Cllr Barra Ó Muirí

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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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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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 – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 11 FEBRUARY 2021

SPR/019/2021	(SPR/003/2021- Letter to Health Minister Mr Swann and contact with PHA)	Further that previous request for a drive-in and walkthrough facility in Newry to remain on Action Sheet and update provided to members as situation evolves.	D Carville	To update members	N

ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 12 AUGUST 2021

SPR/113/2021	Action Sheet of the Strategy, Policy and Resources Committee Meetings held on 17 June 2021.	It was agreed that the action sheet from the Strategy, Policy and Resources Committee Meetings held on 17 June 2021, be approved.	D Carville	Approved	Y
SPR/114/2021	Notice of Motion regarding Digital Poverty	It was agreed to to establish a Working Group, coordinated by the Community Planning Team. It was also agreed to include a review period of one year within the Terms of Reference of the Working Group.	D Carville	Noted	Y
SPR/115/2021	Future Funding opportunities & resource requirements.	It was agreed that Council approve an additional resource to be recruited on a fixed term basis for 18 months, to support development work required around the emerging programmes as detailed in the report.	J McGilly	Approved	Y

SPR/116/2021	PHA Covid-19 Testing Facility at Albert Basin Newry	<p>It was agreed to approve the following:</p> <ul style="list-style-type: none"> • not to trigger the termination clause within the lease agreement with PHA/DHSC for the Covid 'walk-in' test facility at Albert Basin on 30th September 2021. • A further report to SP&R Committee prior to the end of the lease period, to gauge if the testing facility is likely to remain in place thereafter and how this would impact on future Council events at Albert Basin. 	C Quinn	Approved	Y
SPR/117/2021	Response to NIPSO Consultation on Complaints Handling Procedures	<p>It was agreed to consider and adopt, the draft response appended to this document. In doing so Council should welcome the standardisation of complaints handling across the public sector. The on-line questionnaire to be completed on behalf of Council. It was also agreed that the possibility of providing an online form for members of the public to submit complaints be investigated.</p>	A Robb	Noted	Y
SPR/118/2021	Parental Bereavement Leave and Pay Bill – Survey	<p>It was agreed to approve their agreement to the proposed survey responses as set out at 2.2 to 2.12 of the officer's report, and to allow these responses to be submitted on behalf of Newry, Mourne and Down District Council.</p>	P Preen	Approved	Y
SPR/119/2021	APSE Annual Seminar (7 – 9 September 2021 The ICC, Birmingham)	<p>It was agreed to approve the travel costs for Councillor Andrews to attend at the APSE Annual Seminar (7 - 9 September 2021 The ICC, Birmingham) as deputy Chair of APSE NI, as presented.</p>	Democratic Services	Approved	Y
ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2014					

SPR/120/2021	Options for the distribution of the 2022 Annual NMD Connect Citizen	It was agreed to approve Option 2 – 2021 Distribution Model Promoted on the Council website, supported by a limited print run and marketing campaign in local press making available hard copies in the two main Council Office buildings and providing each Councillor with 100 copies and to make available to their constituents. (Councillors have the option to request to opt out of receiving 100 copies if they wish to do so) It was also agreed that officials would promote the NMD Connect via social media platforms in Council.	R Mackin	Approved	Y
SPR121/2021	Sub-Lease of store at Downshire Civic Centre	It was agreed to accept the request made by NIHE for lease of the store room within Downshire Civic Centre shown on the attached map circulated with the officer's report, on similar terms as the current lease dated 12 th January 2018 and subject to a valuation being carried out to determine the additional rent payable.	F O'Connor	Agreed	Y
SPR/122/2021	Bridge Street Car-Park, Kilkeel	It was agreed that Elected Members accept the proposal made by DFI that the areas marked red and green on the map attached to the officer's report be included in the legal transfer to Council of Bridge Street car-park, Kilkeel.	F O'Connor	Agreed	Y
SPR/123/2021	Surrender of Lease – Units 1 and 8 McGrath House, Margaret Street, Newry	It was agreed that the Lease was intended to be terminated in June 2020 and that Council enter into a Deed of Surrender on that basis with no further payment due by the tenant.	F O'Connor	Agreed	Y
SPR/124/2021	Surplus Asset – The clock recreation area Shrigley D1 process update	It was agreed to note the content of the report and Appendix 1 – Expression of Interest Questionnaire and that members agree with the recommendation of the SFWG – accept the EOI submitted by SHSC and are content to move to the next stage of the D1 process i.e. submission of developed business case within a 6-month timeframe.	C Quinn	Agreed	Y

SPR/125/2021	Appointment of a Consultant for the purposes of business case development for the upgrade of the Council's Public Space & Facilities CCTV System.	It was agreed to the appoint a Consultant for the preparation of a Business Case for upgrading the Public Space & Facilities CCTV systems. The budget for services to be provided by the appointed Consultant was also agreed as outlined in the officer's report.	J McBride	Agreed	Y
SPR/126/2021	Regularisation and Upgrade of ESRI Software and Procurement of Enterprise Licence Agreement.	It was agreed to approve the business case as attached to the officer's report to purchase an ESRI Enterprise Licence Agreement through the DFC Finance's NI Public Sector GI Support & Maintenance Contract.	D Carville	Approved	Y
SPR/127/2021	Newcastle Centre Capital Build Project	<p>The following was agreed:</p> <ul style="list-style-type: none"> To appoint an economist to complete a full business case for the Newcastle Centre to identify a preferred option and appoint a consultant team to provide design and cost information to support the completion of the business case. To consider the consultant's report in relation to the Newcastle Centre auditorium extension as per appendix 1, 2, & 3 and agree the demolition of the auditorium extension area of the Newcastle Centre. To allocate an additional £450,000 to Councils Capital programme to progress points 1 and 2 above and facilitate displacement of key bookings. Agree revised operational hours of the Newcastle Centre pending the major Capital build project for the centre, as per appendix 4. 	M Lipsett	Agreed	Y
SPR/128/2021	Terms and Conditions update	It was agreed that Elected Members note the progress on the workplan as set out in appendix 1.	M Lipsett	Noted	Y

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

SPR/129/2021	Staff Severance Scheme	It was agreed to approve a multiplier of 3.0. It was agreed that the decision reached in relation to this severance scheme will be current at the time and council reserves the right to revisit these in light of this financial circumstances.	M Ward	Approved	Y
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FOR NOTING –

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014

SPR/130/2021	Management Accounts Q1 2021/22	It was agreed to note the Management Accounts for Quarter 1 2021/22.	G Byrne/ D Carville	Noted	Y
SPR/131/2021	Strategic Finance Working Group Action Sheet held on 2 July 2021	It was agreed to note the Strategic Finance Working Group Action Sheet of 2 July 2021.	D Carville	Noted	Y

FOR NOTING

SPR/132/2021	NMDCC response to the NILGA Consultation paper: Vision and Development of Local Government (Phase One) 2021 - 23	It was agreed to note the contents of the report.	D Carville	Noted	Y
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SPR/133/2021	Annual report for the period 1 April 2020 – 31 March 2021 on requests relayed to naming council facilities, planting trees and to locate artworks/sculptures on council property.	It was agreed to note the contents of the report.	R Mackin	Noted	Y
SPR/134/2021	Section 75 Policy screening report – Quarterly report for period April – June 2021 and Newry Mourne and Down District Council Public Authority Statutory Equality and Good Relations duties annual progress report 2020 – 2021	It was agreed to note the contents of the report.	R Mackin	Noted	Y

END

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	16 September 2021
Subject:	Assessment of Performance 2020-21
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	
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 legislation states that 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
2.0			Key issues
2.1			<p>In June 2021, the Department for Communities confirmed that Councils were not required to publish performance improvement objectives 2020-21. The Assessment of Performance 2020-21 is attached at Appendix 1 and therefore provides an overview of the:</p> <ul style="list-style-type: none"> • Council's progress in meeting the General Duty of Improvement • Baseline information in relation to the 'measures of success' within the current Performance Improvement Plan and Corporate Plan (including the statutory performance indicators and standards for economic development, planning and waste management) <p>Where possible, performance has been tracked against set targets, trends over time and compared with other local authorities across Northern Ireland. It should however be noted that comparisons with previous years should be considered within the context of the COVID-19 pandemic and the subsequent impact on Council service provision. 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			Each 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. This document is attached at Appendix 2 .
2.3	<p>There is a statutory requirement to publish the Assessment of Performance 2020-21 on the Council's website by 30 September 2021. 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 2020-21, including the summary document 'Our Performance Looking Back Going Forward' • That the Assessment of Performance 2020-21 is published by 30 September 2021, before full Council ratification, in order to meet the statutory deadline
4.0	Resource implications
4.1	The cost of the design of the summary document 'Our Performance Looking Back Going Forward' is £380.00 and is funded through the existing Performance and Improvement 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	<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: Assessment of Performance 2020-21</p> <p>Appendix 2: Our Performance Looking Back Going Forward</p>
8.0	Background Documents
	<ul style="list-style-type: none"> Local Government Act (NI) 2014 (Part 12) Performance Improvement Plan 2021-22 Corporate Plan 2021-23

Newry, Mourne and Down District Council

Assessment of Performance 2020-21

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Overall Assessment of Performance 2020-21

The past year has been a year like no other when our city, towns and villages came to a standstill as we collectively responded to the COVID-19 pandemic. The pandemic has challenged us to re-think the way we work, the services we provide and the way we provide them. As a Council, when we look back and reflect on the past year, we can be proud of our achievements.

The Council continued to provide essential services, including refuse collection, street cleansing, Environmental Health and Registration. We worked alongside our community planning partners to deliver 18,407 food parcels to our most vulnerable households. We supported 367 local businesses and social enterprises, helped create 60 new jobs and awarded approximately £1m to assist local businesses in responding to the pandemic. The Council also worked in partnership with the Department of Agriculture, Environment and Rural Affairs (DAERA) to establish and implement import controls ahead of the EU exit.

More people than ever re-connected with the natural beauty of our District by visiting our wonderful forest parks, beaches and mountains and we recorded a 72.6% increase in visits to our community trails. Through the Financial Assistance Scheme, the Council continued to support community groups by awarding £731k towards 377 local projects and whilst the statutory standards for processing planning applications and enforcement cases have not yet achieved, performance improved during 2020-21.

In response to the pandemic, a number of Council facilities were closed and some services were temporarily suspended throughout 2020-21. We recorded a 95.9% reduction in attendances at our leisure facilities and the number of community clean ups we assisted with reduced from 94 in 2019-20 to 33 in 2020-21. The current LEAMS (street cleanliness) score for the District has remained at 64 which falls slightly below the Northern Ireland average of 65, and whilst the amount of biodegradable municipal waste that is sent to landfill increased slightly, it remains one of the lowest across the eleven Councils.

As we look forward, 2021-22 is all about COVID-19 recovery. Through the Corporate Plan 2021-23 and Performance Improvement Plan 2021-22, the Council has put in place plans to focus on what matters most to you – improving the quality of life for all local communities and building a District we can all be proud of.

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 were 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 2020-21 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

In the absence of published performance improvement objectives 2020-21, and on the basis that the majority of the draft performance improvement objectives 2020-21 have been carried forward to 2021-22, the Council has used this Assessment of Performance to establish a baseline to monitor and report progress against the 'measures of success' which underpin the performance improvement objectives 2021-22.

1. We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces
2. We will grow the economy by supporting local businesses and creating new jobs
3. We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents
4. We will build the capacity of local communities through the Financial Assistance Scheme
5. We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme

Statutory Performance Indicators and Standards

As set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015:

- 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

The Council has developed a baseline to monitor and report progress against the 'measures of success' which are set out in the Corporate Plan 2021-23.

Corporate Objective	Measure of Success
Invest in and support new and growing businesses, job creation and employment skills	Number of jobs created and businesses supported through Council programmes
	Number of jobs promoted through business start-up activity
	Amount of investment secured by Council
Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities	Number of people participating in targeted health programmes
	Attendance at free play sessions
	Number of attendances at Council indoor leisure facilities
Enhance, protect and promote our environment	Level of street cleanliness across the District (Keep Northern Ireland Beautiful Street Cleanliness Index)
	65% of municipal waste recycled by 2030
	Level of compliance with Sustainable Development Duty
Support sustainable forms of tourism which value our environment and cultural heritage	Increased visitor spend
	Increased overnights stays
	Increased visitor satisfaction
Enable and support people to engage in inclusive and diverse activities in their communities	Percentage of residents who agree that their local area is a place where people from different backgrounds get on well together
	Percentage of residents who agree that the Council consults with and listens to the views of local people
	Percentage of residents who feel they can have a say on how services are delivered in their local area
	Number and percentage of financial assistance projects funded and successfully delivered
Promote the revitalisation of our city, towns, villages and rural communities	Progress against key Belfast City Region Deal projects
	Number of public realm schemes delivered

	Increased business growth and employment
Provide accessible, high quality and integrated services through continuous improvement	Increased citizen satisfaction
	Compliance with the Duty of Improvement
Advocate with others for the benefit of all people of the District	Compliance with the duty of community planning / monitor delivery of outcomes with partners
	Percentage of residents who are satisfied with their local area as a place to live

Where possible, progress in delivering the 'measures of success' within the Performance Improvement Plan 2021-22 and Corporate Plan 2021-23 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 2021-23 and Performance Improvement Plan 2021-22 is highlighted further in Appendix 2.

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 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. It should however be noted that comparisons with previous years should be considered within the context of the COVID-19 pandemic and the subsequent impact on Council service provision. The Assessment of Performance is instrumental in helping the Council to review progress and identify the key objectives and areas of improvement in the year ahead.

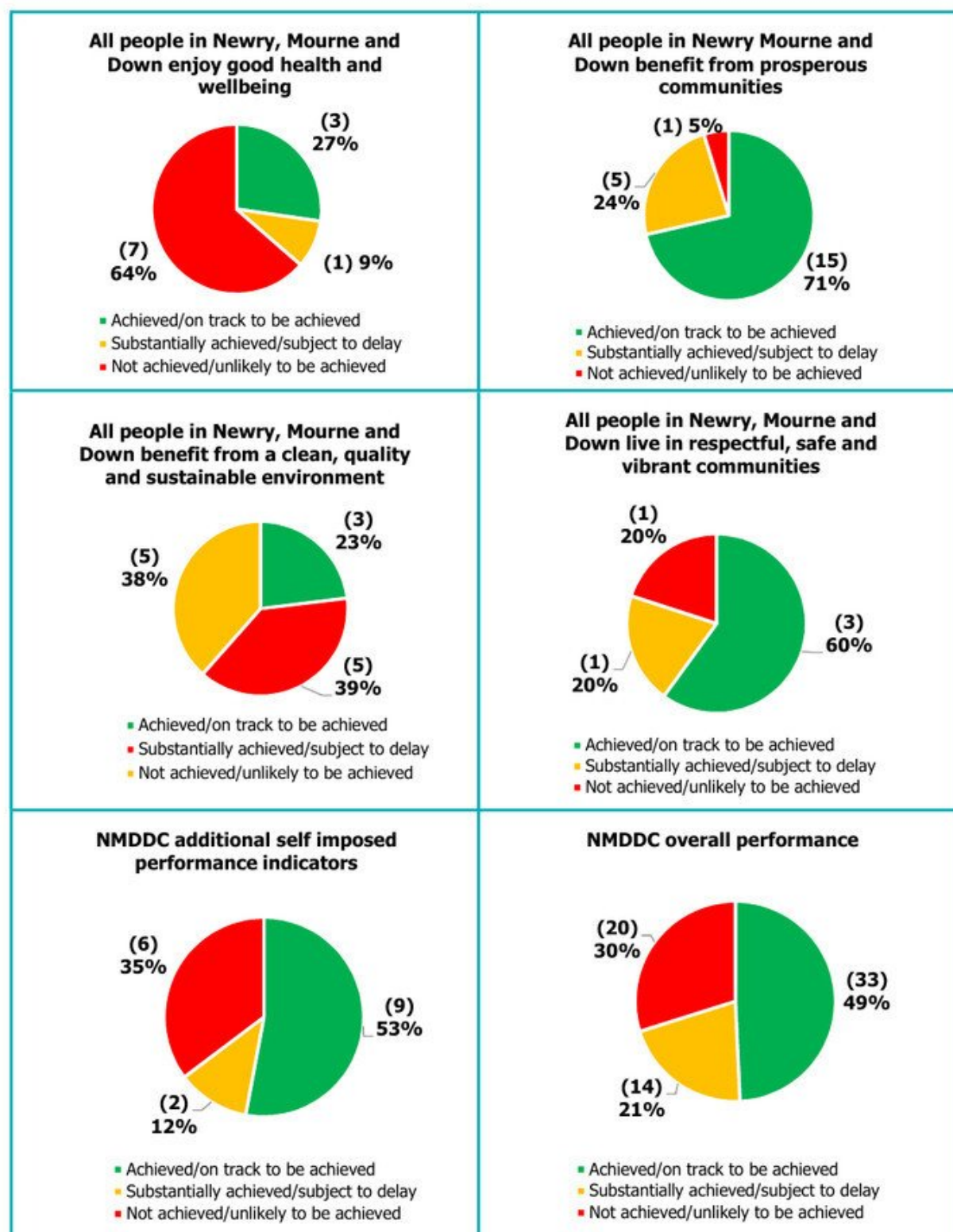
Legend

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 'measures of success' within the Performance Improvement Plan 2021-22, and Corporate Plan 2021-23, in order to provide an overview of progress against the four community planning outcomes and overall performance of the Council.





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



A snapshot of 2020-21

Performance Improvement Objective	Progress	Status Trend
 <p>We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces</p>	95.9% reduction in recorded attendances at Council leisure centres	▽
	79% reduction in the number of participants on Everybody Active 2020	▽
	91% of users said they are likely to return to the Councils leisure centres	😊
	3 'blue flag' beaches and 4 'green flag' parks	😊
	84% of visitors are satisfied with Warrenpoint Park and 89% agree the park enhances their local quality of life	😊
	72.6% increase in recorded visits at four community trails	△
 <p>We will grow the economy by supporting local businesses and creating new jobs</p>	Between 2018-2019, 14.7% increase in overnight stays and 20.7% increase in visitor spend	△
	164 new jobs promoted through business start activity	😊
	40 social enterprise businesses supported and 13 new social enterprise jobs created	😊
	327 businesses supported and 47.5 jobs created through 'NMD Growth', 'Digital Growth' and 'Tender for Growth'	😊
	Up to 1,000 businesses engaged in the #re:Launch Leadership Summit and 400 participants took part in NMD Enterprise Week	😊
	Increase in the number of VAT and/or PAYE registered businesses, birth rate of new businesses and employee jobs	△
	103% increase in the number of job seekers and out of work universal credit claimants	▽
 <p>We will improve the cleanliness of our District by</p>	Decrease in the number of fixed penalty notices issued and paid	▽
	Decrease in the number of community clean ups supported	▽
	Slight decrease in the rate of recycling, to 52.6%	▶
	One of the lowest levels of waste sent to landfill across all NI Councils	😊

addressing littering, fly tipping and dog fouling incidents	LEAMS (street cleanliness) score of 64 retained and falls just below the regional average of 65	▶
	60 schools participated in the calendar poster competition	😊
	15 schools attended the virtual teachers Eco-Schools Information event	😊
 We will build the capacity of local communities through the Financial Assistance Scheme	£731k awarded to 377 projects across 18 thematic areas	😊
	Electronic Grant Management System launched and online training module developed	😊
	Newry, Down and Kilkeel Leisure Centres converted to food distribution hubs between March-August 2020	😊
	18,407 food parcels delivered to vulnerable households and 144 community organisations enlisted as volunteers	😊
	72% of residents agree that the local area is a place where people from different backgrounds get on well together	😊
 We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme	The Council received, decided on and approved the highest number of planning applications across the 11 Councils	😊
	The processing time for local planning applications improved from 20.6 weeks in 2019-20 to 19 weeks in 2020-21	△
	The processing time for major planning applications improved from 94 weeks in 2019-20 to 64.6 weeks in 2020-21	△
	The percentage of enforcement cases processed within 39 weeks increased from 36.2% in 2019-20 to 40.9% in 2020-21	△

*The 2020 tourism estimates have not yet been published by the NI Statistics and Research Agency (NISRA) and the 2019 Local Government District (LGD) tourism data is reported.

**The 2020-21 data in relation to the statutory 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 2021-22.

COVID-19 Response and Arrangements

In March 2020, a global pandemic was declared and the UK Government issued guidelines to reduce the spread of the COVID-19 virus. This included the closure of non essential businesses and schools, coupled with the introduction of public health and social distancing measures.

In response to the pandemic, Newry, Mourne and Down District Council activated its Emergency Plan, closed a number of facilities and suspended some services to protect the public and employees. This included leisure facilities, community centres, arts centres, museums and parks, as well as cancelling events and festivals.

However, the delivery of many services continued with limited disruption, ensuring they were 'COVID-19 secure'. This included refuse collection, Building Control, Planning, Environmental Health and Registration. Some services also experienced increased demand and new services were introduced to support local communities and businesses to navigate and respond to the impact of the global pandemic.

What we did	Status Trend
323,685 visitors to the corporate website, 1,957 social media notifications published and 6,615 more social media users	△
3,661 Environmental Health service requests responded to, 821 of which were related to COVID-19	△
1,171 health and safety visits undertaken, including 1,098 inspections which were related to COVID-19	△
2,178 births, 1,633 deaths and 238 marriages/civil partnerships registered 32 outside venues approved for marriages/civil partnerships	😊
15,223 invoices paid, 86% of which were paid within 30 calendar days	😊
798 letters of offer, totalling approximately £1m, awarded to local businesses to help them respond to the pandemic	😊
76 COVID-19 specific grants, totalling £227k, awarded to local community groups	😊

During 2020-21, the Council commissioned an internal audit of Emergency Planning, including the response to the COVID-19 pandemic. This internal audit assessed:

- The effectiveness of the Council's deployment of the Emergency Plan and prioritisation of service provision
- Appropriateness and integrity of the Council's IT systems
- Adequacy and effectiveness of internal and external communications and wellbeing programmes for employees

The findings of the internal audit identified many instances of positive behaviour and action by the Council in its emergency planning response and provided satisfactory assurance in relation to the systems in place to effectively respond to the COVID-19 pandemic.

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 2020-21, 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.

The Council is currently awaiting feedback from the Local Government Auditor regarding the outcome of the Performance Audit and Assessment 2020-21.

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.

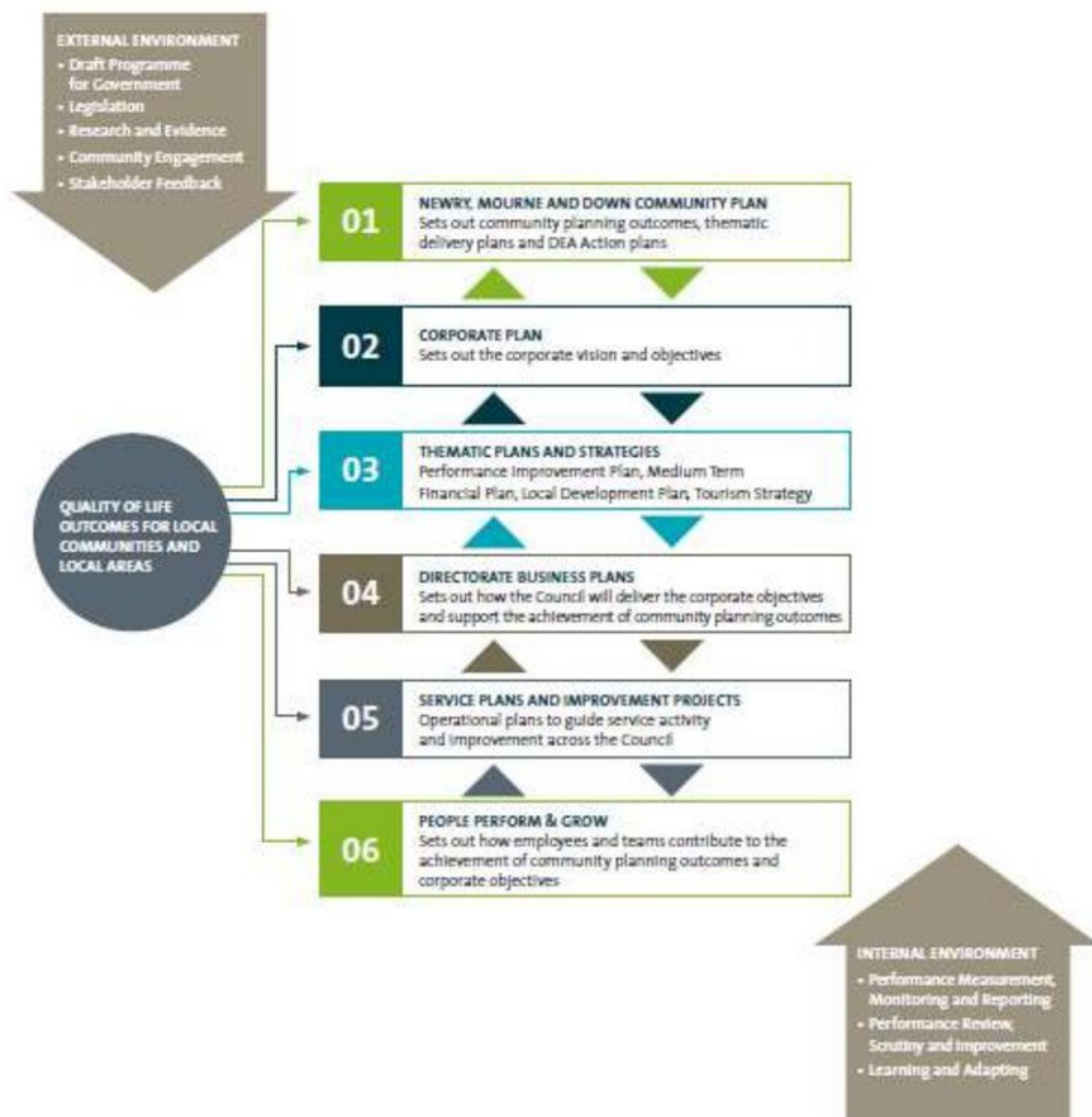
Over the past four years, the Council has continued to implement and embed the Business Planning and Performance Management Framework:

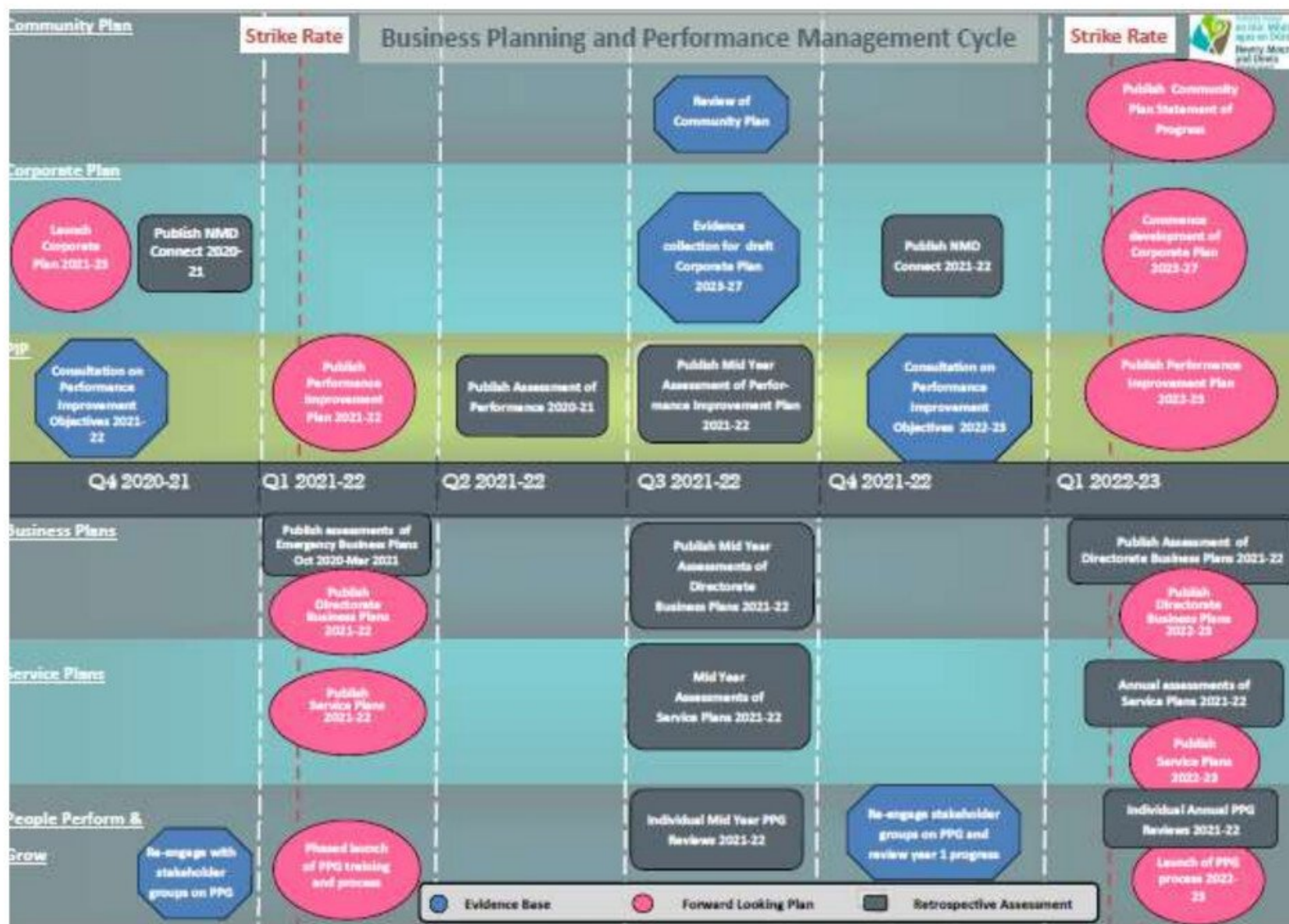
- The Council has developed and agreed integrated planning, monitoring and reporting cycles, which have been aligned to ensure everyone in the organisation is working towards shared objectives, with progress being monitored and reported on a regular basis. This integrated timeline of activity is outlined 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.

- All departments are required to produce Service Plans 2021-21, outlining core operational activity and improvement activity which will support the achievement of strategic objectives.
- Individual Performance is being progressed during 2021-22 through phase 1 of 'People Perform Grow', which seeks to link and align the contribution of employees with strategic objectives. Performance management arrangements are also being developed and introduced to support the effective implementation of Service Plans and People Perform Grow.
- A Corporate Performance Dashboard has been developed and agreed to monitor and report progress against a suite of 14 key performance indicators on a quarterly basis to the Senior and Corporate Management Teams. The performance indicators are aligned to both the Corporate Plan and Corporate Risk Register.
- 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 put forward by the Northern Ireland Audit Office, is outlined in Appendix 2.

Business Planning and Performance Management Framework and Cycle







Community Planning Outcome

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

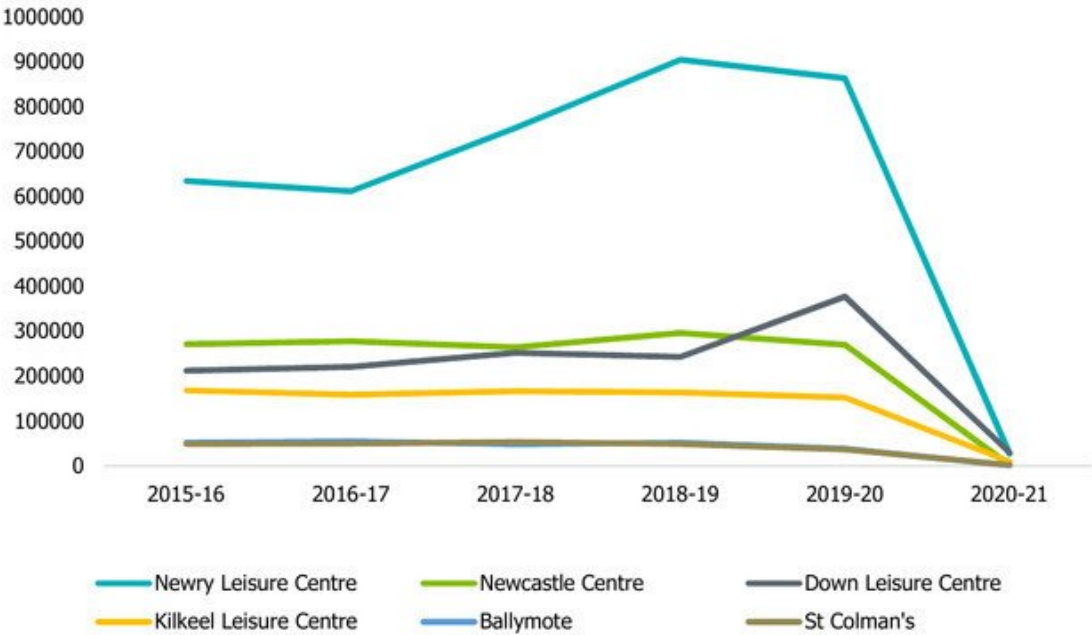
Corporate Objective

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

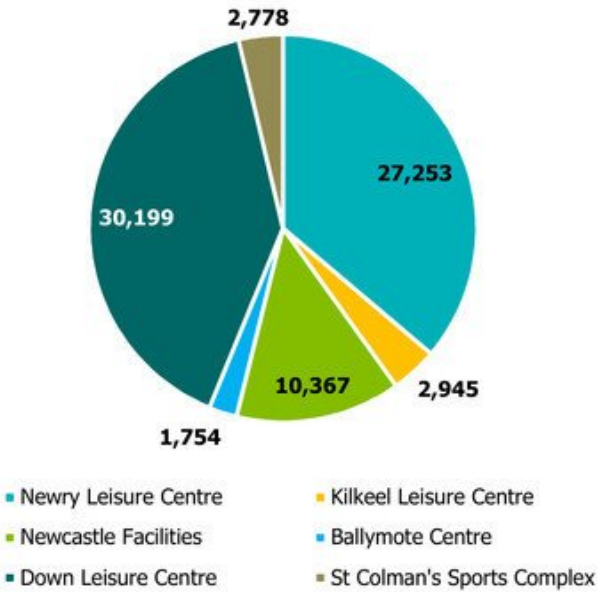
Measure of Success	2017-18		2018-19		2019-20		2020-21		Status Trend	Explanatory note
Number of people participating in targeted health programmes (Everybody Active 2020)	Target	Actual	Target	Actual	Target	Actual	Target	Actual		Between 2017-18 and 2019-20, total participation in the Everybody Active programme increased by 56.9%, from 6,879 to 10,793 participants. However, between 2019-20 and 2020-21, participation levels declined by 79% as a result of reduced programme activity during the COVID-19 pandemic.
	8,279	6,879	8,280	8,089	8,279	10,793	3,818	2,270		
Attendance at free play sessions	Target	Actual	Target	Actual	Target	Actual	Target	Actual		Over the past four years, 3,946 children and young people took part in community play initiatives across the District. Participation peaked in 2019-20 at 1,276 participants and subsequently declined by 66% in 2020-21, when only virtual programmes and small outdoor group activity could be delivered during the COVID-19 pandemic.
	-	1,175	-	1,065	-	1,276	-	430		
Increase in the number of people using Council leisure facilities	Target	Actual	Target	Actual	Target	Actual	Target	Actual		Between 2017-18 and 2019-20, the total number of attendances at Council leisure facilities increased by 12.7%, with targets being exceeded on an annual basis. However, between 2019-
	1,436,739	1,613,522	1,472,781	1,787,515	1,678,140	1,818,040	1,922,131	75,296		

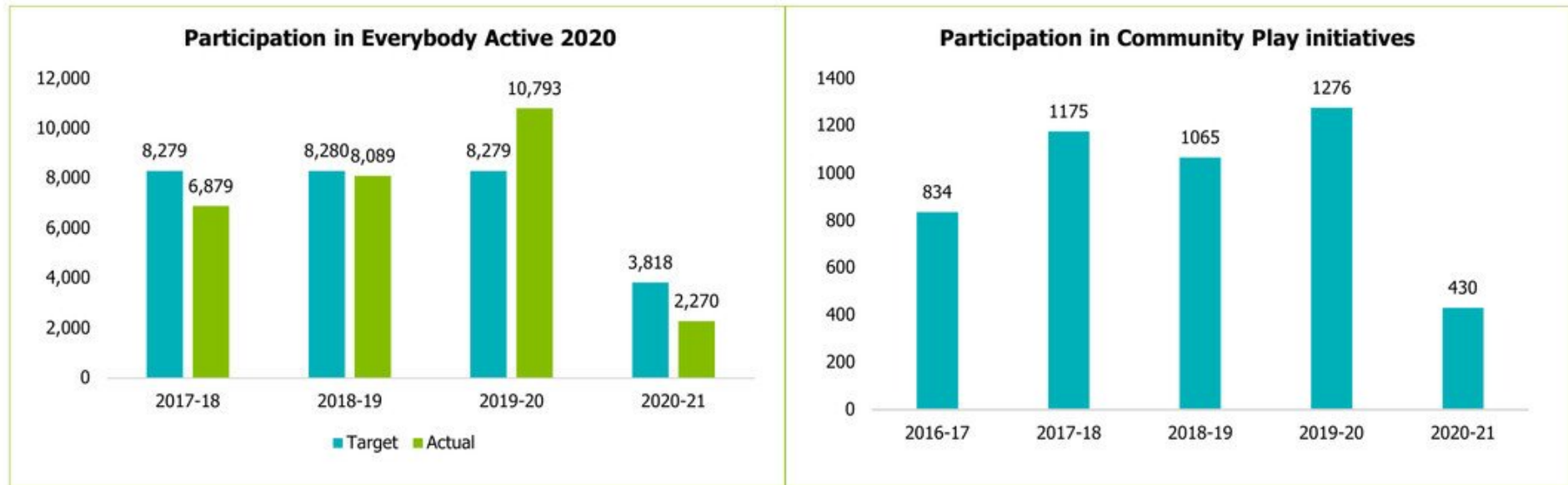
20 and 2020-21, the number of attendances recorded reduced by 95.9% and the Council only achieved 3.9% of the target set. The reduction in attendances can be attributed to the closure of facilities during the COVID-19 pandemic and subsequent public health guidelines and social distancing restrictions. In March 2021, the Council carried out a Post Covid-19 Leisure Survey and 91% of respondents stated that they were 'likely' or 'very likely' to return to the leisure centres.

Attendances at Council leisure facilities



Leisure Centre attendances 2020-21

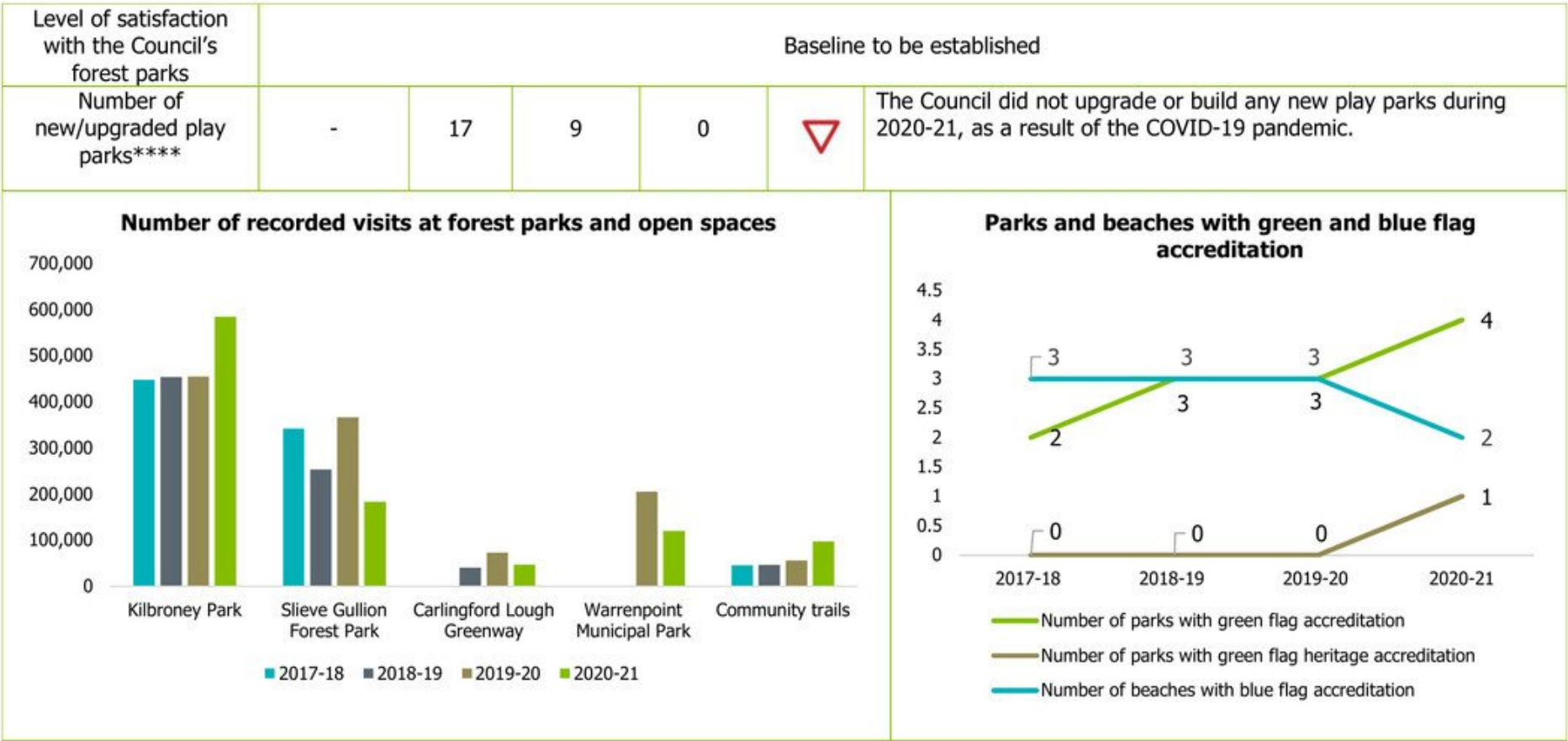




Performance Improvement Objective 1

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

Measure of success	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	Status Trend	Explanatory note
Number of recorded visits at:						
Kilbroney Park	447,616	453,704	454,848	584,148	-	During 2020-21, the Council recorded 814,865 visits to three parks and open spaces, 71.7% of which were at Kilbroney Park. This represents a reduction of 8.9% when compared to the 894,430 visits recorded in 2019-20. This reduction can largely be attributed to new visitor counter systems being installed which has resulted in incomplete datasets.
Slieve Gullion Forest Park	341,888	253,376	366,444	183,712		
Carlingford Lough Greenway**	-	40,219	73,138	47,005		
Warrenpoint Municipal Park	-	-	205,126	119,600	▼	The closure of Warrenpoint Municipal Park for 10-12 weeks during the first lockdown phase of the COVID-19 pandemic, coupled with the absence of organised activities during 2020-21, resulted in a 41.7% reduction in the number of recorded visits when compared to 2019-20.
Community trails	45,289	46,044	56,348	97,281	▲	During 2020-21, the Council recorded 97,281 visits to four community trails, with 32.5% of visits recorded at Bunkers Hill and 24.9% at Tobar Mhuire. This represents a total increase of 72.6% visits when compared to 2019-20, which can be attributed to the opening of Ballynahinch RFC and Saul GAC, coupled with increased usage during the COVID-19 pandemic.
Number of parks with green flag accreditation	2	3	3	4	▲	In 2020-21, the Council received four green flags for Kilbroney Park, Slieve Gullion Forest Park, Warrenpoint Municipal Park and the Newry Canal, as well as green flag heritage accreditation for Warrenpoint Municipal Park. Cranfield, Murlough and Tyrella beaches are generally awarded blue flag accreditation on an annual basis. However, lifeguard services were not offered at Murlough beach during 2020-21 due to the COVID-19 restrictions. All three beaches have since been awarded blue flag accreditation for 2021-22.
Number of parks with green flag heritage accreditation	-	-	-	1	▲	
Number of beaches with blue flag accreditation	3	3	3	2	▶	





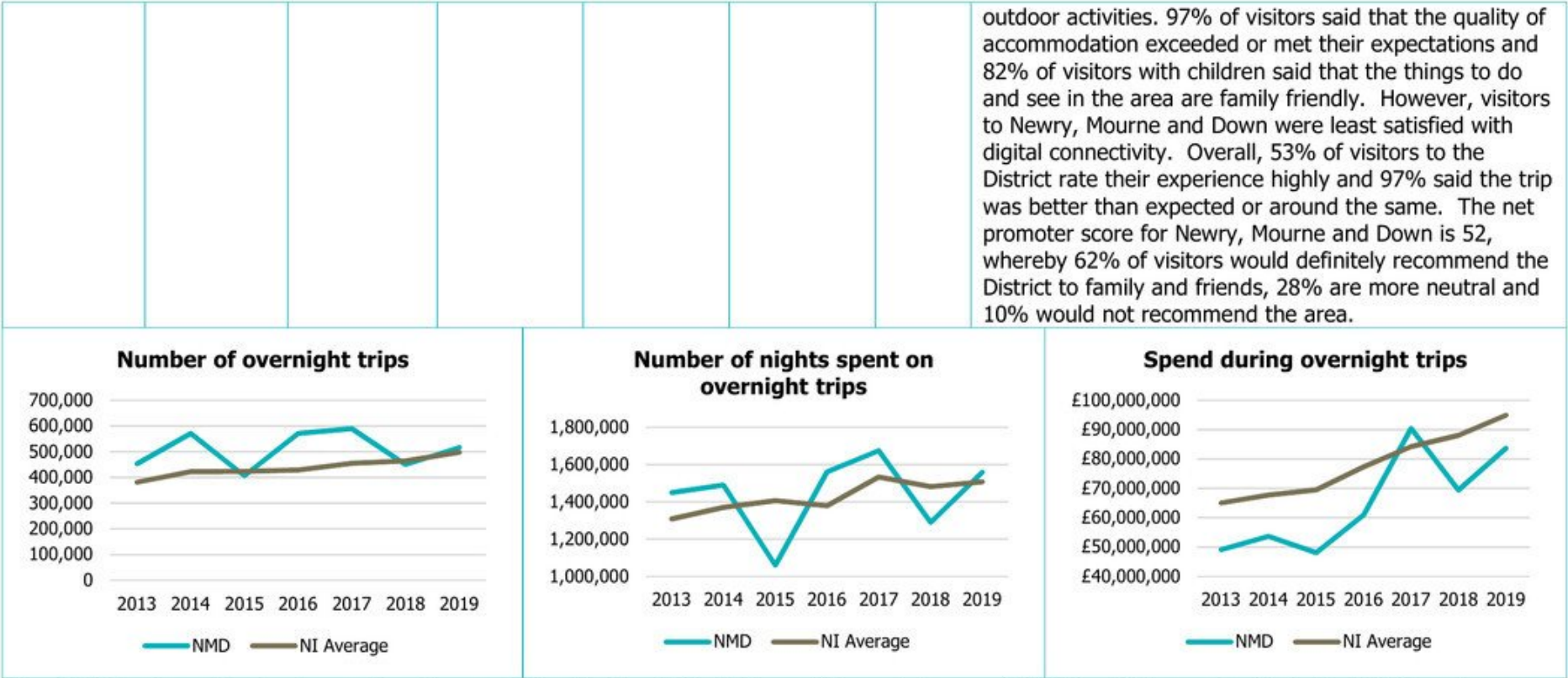
Community Planning Outcome

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

Corporate Objective

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





Measure of Success	2015	2016	2017	2018	2019	Trend	Explanatory Note
Increased overnights stays	406,302	571,054	589,581	449,953	516,203	△	Between 2015 and 2019, the number of overnight trips in the District increased by 27%, including an increase of 14.7% between 2018 and 2019. Newry, Mourne and Down accounts for 9.4% of all overnight trips in Northern Ireland, and since 2015, the average number of nights spent in Newry, Mourne and Down also increased by 47.1% to 1,559,810 nights. The average overnight trip per visitor has therefore increased from 2.6 in 2015 to 3 in 2019.
Increased visitor spend	£48,071,493	£60,934,823	£90,432,246	£69,345,336	£83,671,689	△	Between 2015 and 2019, visitor spend in Newry, Mourne and Down increased by 74%, including a 20.7% increase between 2018 and 2019, which equates to an overall increase of £35.6m being generated by local tourism. Visitor spend in Newry, Mourne and Down currently accounts for 8% of all visitor spend in Northern Ireland and the average spend per trip also increased from £118.31 in 2015 to £162.09 in 2019.
Increased visitor satisfaction	-	-	-	Net promoter score: 52	-	-	Tourism Northern Ireland's Visitor Attitude Survey (2018) reveals that the main reason for visiting Newry, Mourne and Down is 'to see beautiful scenery and landscapes' and leisure visitors are more likely to participate in



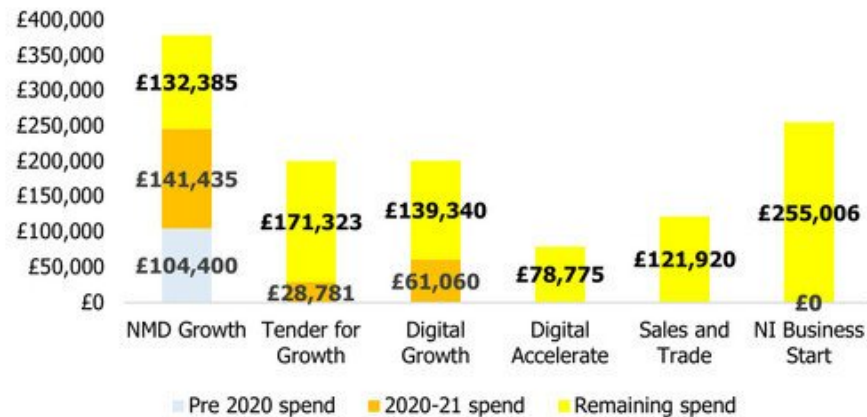
*The 2020 tourism estimates have not yet been published by the NI Statistics and Research Agency (NISRA) and this report reflects the 2019 Local Government District (LGD) tourism data. NISRA has confirmed that the tourism estimates should not be used on a year on year comparison basis, and should be used as a trend analysis, alongside other local tourism information.

Corporate Objective

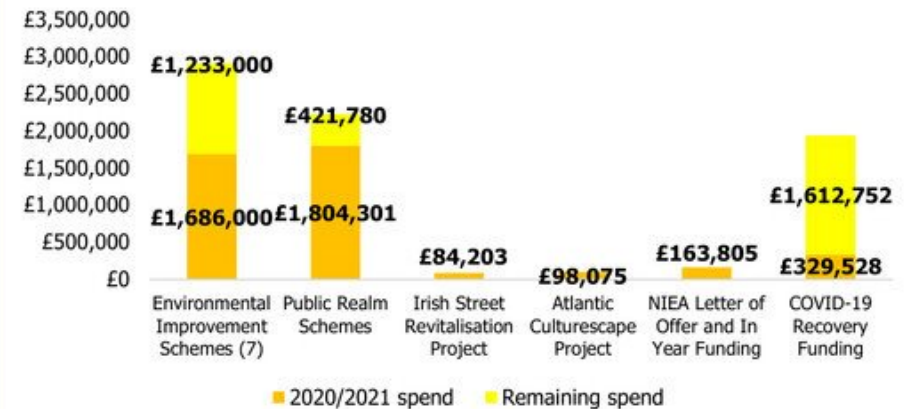
Invest in and support new and growing businesses, job creation and employment skills

Measure of Success		2020-21	Status Trend	Explanatory Note
Number of jobs created and businesses supported through Council programmes	Jobs created	Businesses supported		Through the 'NMD Growth', 'Digital Growth', 'Tender for Growth' and the 'Social Economy' programmes, the Council supported 367 local businesses and created 60.5 jobs during 2020-21. The majority of businesses supported (54%) and jobs created (59.5%) were delivered through the 'NMD Growth' programme.
	60.5	367		
Number of jobs promoted through business start-up activity	Target	Actual	 	Through the NI Business Start programme, the Council promoted 164 new jobs during 2020-21, exceeding the statutory target of >155 jobs. However, the Council approved 266 Business Plans, which equates to 91% of the target of 293 Business Plans and 181 business starts which equates to 91% of the 199 target set.
	>155	164		
Amount of investment secured by the Council	Economic Development	Regeneration		Newry, Mourne and Down District Council has secured £8,667,870 in external funding to invest in economic development and regeneration schemes across the District. The Council is currently delivering six economic development programmes which are partially funded through the European Regional Development Fund and Department for Economy. The amount of external investment secured for these programmes over the past few years amounts to £1,234,425 and to date, 27.2% (£335,676) of the total funding has been spent and claimed back from the relevant funder. The Council is also delivering a number of regeneration schemes which are partially funded by the Department for Infrastructure and Northern Ireland Environment Agency. This includes seven environmental improvement schemes and various projects across the local Areas of Outstanding Natural Beauty. The amount of external investment secured for these programmes over the past few years amounts to £7,433,445 and to date, 56% (£4,165,912) of the total funding has been spent and claimed back from the relevant funder.
	£1,234,425	£7,433,445		

Economic Development - Investment secured and spent by the Council



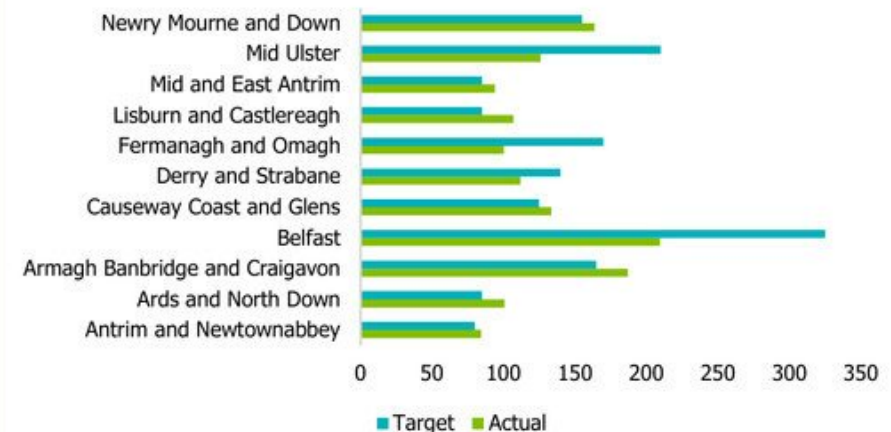
Regeneration - Investment secured and spent by the Council



Number of new jobs promoted through the business start programme








Number of jobs promoted against target 2020-21 (NI)



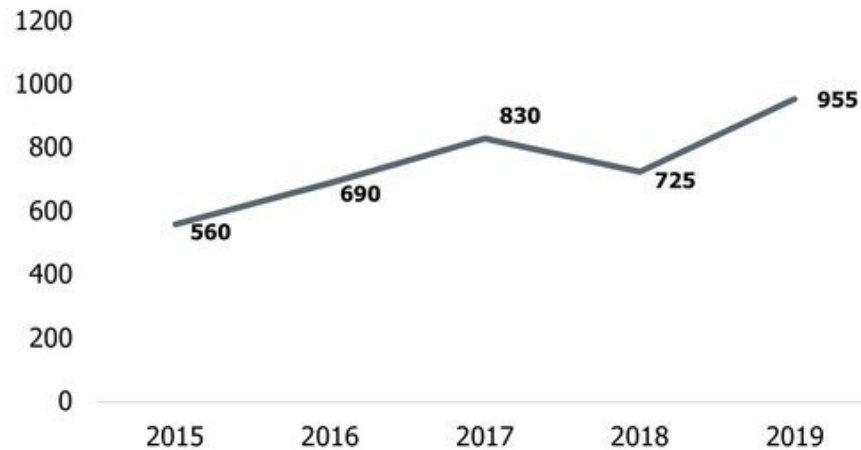
*NI Business Start programme funding secured on 1/04/2021 for a two year cycle.

Corporate Objective

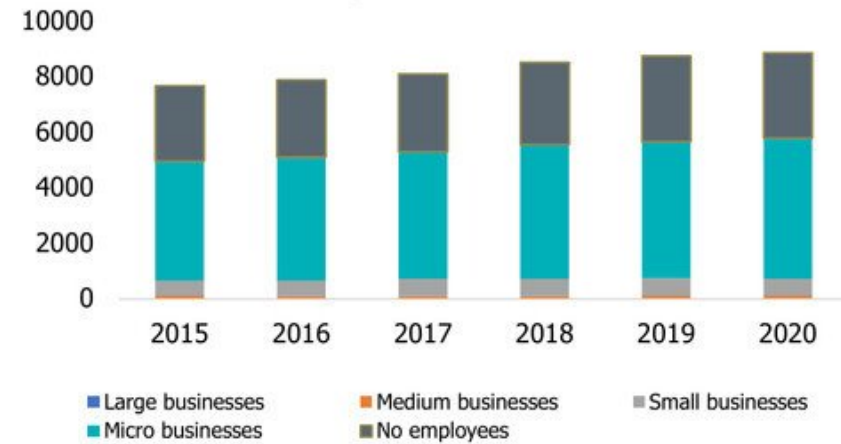
Promote the revitalisation of our city, towns, villages and rural communities

Measure of success	2020-21	Status Trend	Explanatory Note
Progress against BRCD projects	Progress underway		The Outline Business Case's (OBC's) for all projects under the key themes of regeneration, tourism, 'skills and employment' and 'digital and innovation' have been submitted to the Board. For Newry, Mourne and Down this includes the OBC's for the Newry City Centre Regeneration Scheme, Newcastle Gateway to the Mournes, Southern Relief Road, Innovation Space in Newry, skills and employment programme of investment, as well as other digital and connectivity investments.
Number of public realm schemes delivered	4		During 2020-21, eight environmental improvement schemes commenced, four of which are now complete at Ballyhornan, Annalong, Dundrum and Hilltown. The remaining schemes at Killleagh, Meigh and Hilltown are scheduled to complete during Q2 2021-22 and the design and consultation phase of the Warrenpoint Front Shore Public Realm Scheme is also well underway.
Increased business growth and employment	8,865 VAT and/or PAYE registered businesses		Since 2015, the number of VAT and/or PAYE registered businesses in Newry, Mourne and Down increased by 15.5%, from 7,675 in 2015 to 8,865 in 2020. This includes an increase of 1.4% between 2019 and 2020 which can largely be attributed to the creation of an additional 130 new micro businesses. The birth rate of new businesses in Newry, Mourne and Down also peaked at 955 in 2019, which is the highest on record since 2015 and accounts for 14.4% of all new business births in Northern Ireland.
	58,113 employee jobs		Between 2015 and 2019, the number of employee jobs across Newry, Mourne and Down also increased by 11%, from 52,341 to 58,113, which is currently the 7 th highest across Northern Ireland, accounting for 7.5% of all regional employee jobs. This trend correlates with the 33% reduction in the number of job seekers allowance and out of work universal credit claimants, from 3,770 in 2015 to 2,510 in 2019. However, between 2019 and 2020, the number of job seeker and out of work universal credit claimants increased significantly by 103%. This is similar to the regional trend and for the first time since 2015, the claimant count in Newry, Mourne and Down is higher than the regional average which can largely be attributed to the impact of the COVID-19 pandemic on the local economy.
	5,105 job seekers and out of work universal credit claimants		

Birth rate of newly registered businesses in Newry, Mourne and Down



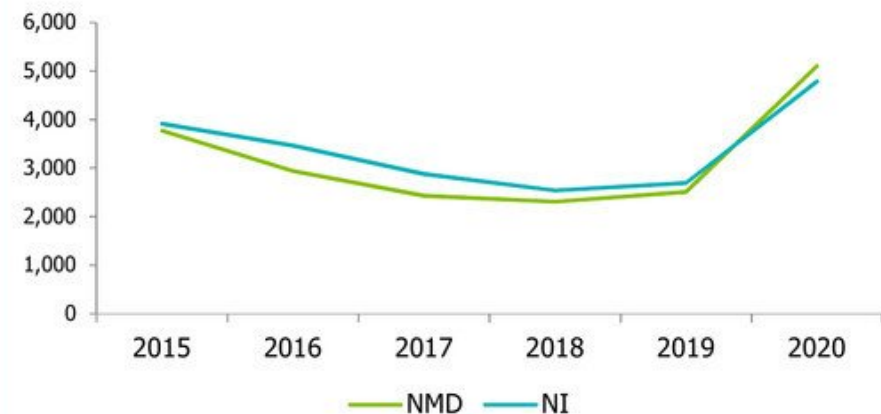
VAT and/or PAYE registered businesses operating in Newry, Mourne and Down



Number of employee jobs



Job Seekers Allowance and Out of Work Universal Credit Claimants



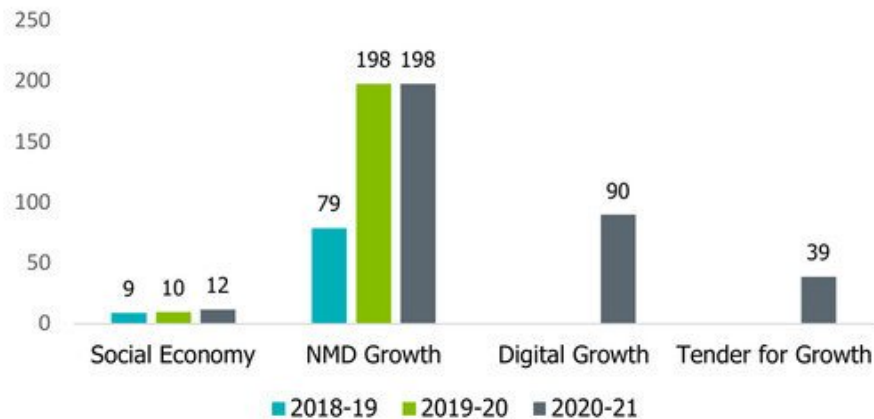
Performance Improvement Objective 2

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

Measure of success	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	Status Trend	Explanatory Note
Number of business plans approved through NI 'Go For It'*	245	300	298	266	▶	Since 2015-16, the Council has consistently exceeded the statutory target of promoting >155 jobs through business start-up activity. Compared to previous years, overall performance during 2020-21 declined when a total of 266 business plans were approved which resulted in 181 new business starts and 164 jobs being promoted. Whilst the Council is currently ranked 3/11 across Northern Ireland for promoting the third highest number of jobs, this decline in performance can largely be attributed to the onset of the COVID-19 pandemic, subsequent lockdown restrictions and low levels of uptake to the programme during Q1 2020-21.
Number of new business starts created through NI 'Go For It'	167	204	203	181	▶	
Number of new jobs promoted through NI 'Go For It'	168	184	183	164	😊 ▶	
Number of social enterprise start-ups supported	12	9	10	12	△	Since 2017-18, the Council has consistently exceeded the targets set for the number of new social enterprise start-ups supported and jobs created. During 2020-21, the Council supported 12 new social enterprise start-ups and 40 existing social enterprises, assisted 54 people in increasing their skills for entering employment and created 13 new social enterprise jobs, as well as 32 new volunteering jobs.
Number of social enterprise jobs created	16	15	12	13	△	
Number of businesses supported through 'NMD Growth'	New	79	198	198	▶	Since 2018, the Council has supported 475 local businesses through 'NMD Growth', including 198 businesses during 2020-21, achieving 63% of the overall 2022 target set. The Council has also delivered 25 workshops, 9 thematic programmes and 5,820 mentoring hours which have supported the creation of 71 new jobs, including 36 jobs during 2020-21.
Number of jobs created through 'NMD Growth'		11	24	36	△	
Number of businesses supported through 'Digital Growth'	New programmes			90	-	Since January 2020, the Council has supported 90 local businesses through 'Digital Growth', achieving 35% of the overall 2022 target set. The Council has also delivered 9 workshops, 2 masterclasses and 1,407 mentoring hours which have supported the creation of 5.5 new jobs during 2020-21.
Number of jobs created through 'Digital Growth'				5.5	-	

Number of businesses supported through 'Tender for Growth'		39	-	-	Since June 2020, the Council has supported 39 local businesses through 'Tender for Growth', achieving 23% of the overall 2022 target set. The Council has also delivered 2 workshops and 738 mentoring hours which have supported the creation of 6 new jobs during 2020-21.
Number of jobs created through 'Tender for Growth'		6	-		
Number of new jobs created in coastal areas (SEAFLAG 2)	New programme	2023 target	2020-21 actual	😊	To date, seven new jobs have been created through the SEAFLAG programme, exceeding the 2023 target of 5.5 new jobs. One new business in Ardglass has also been created which represents 50% the overall target of 2 new businesses being created. Current projections indicate that 1 new business will be created in Kilkeel during Q1 2021-22 and a further 14 FTE jobs will be created through the programme.
		5.5	7		
Number of new businesses created in coastal areas (SEAFLAG 2)	New programme	2	1	😊	It should be noted that there is a 'lag' between the initiation of the programme and the subsequent creation of new jobs and businesses, and the achievement of qualifications. Progress against the targets set will continue to be monitored by SEA FLAG during the programme period.

Number of businesses supported through Council programmes 2020-21



Number of jobs created through Council programmes 2020-21






Community Planning Outcome

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

Corporate Objective



Enhance, protect and promote our environment

Measure of Success	2017-18		2018-19		2019-20		2020-21		Status Trend	Explanatory Note
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Level of street cleanliness across the District (KNIB street cleanliness score)	-	72	-	72	-	64	-	64	▶	The Keep Northern Ireland Beautiful (KNIB) Cleaner Neighbourhoods Survey indicates that the 2020-21 LEAMS score for the District has remained at 64 which falls slightly below the regional average of 65. During 2021-22, the Council will work with KNIB to commission a detailed analysis of the Cleaner Neighbourhoods survey results for Newry, Mourne and Down, in order to identify key areas for improvement.
65% of municipal waste recycled by 2030	50% by 2020	46.1%	50% by 2020	51.4%	50% by 2020	53.7%	50% by 2020	52.6%	😊 ▶	Since 2017-18, the Council increased the overall rate of recycling by 6.5% to 52.6%, exceeding the 50% recycling target by 2020. However, similar to the regional trend, the level of recycling reduced during 2020-21 and DAERA has established a working group to identify the root causes behind the declining rate of recycling. Indicative findings suggest that this may be attributed to the impact of the COVID-19 pandemic, with more people working from

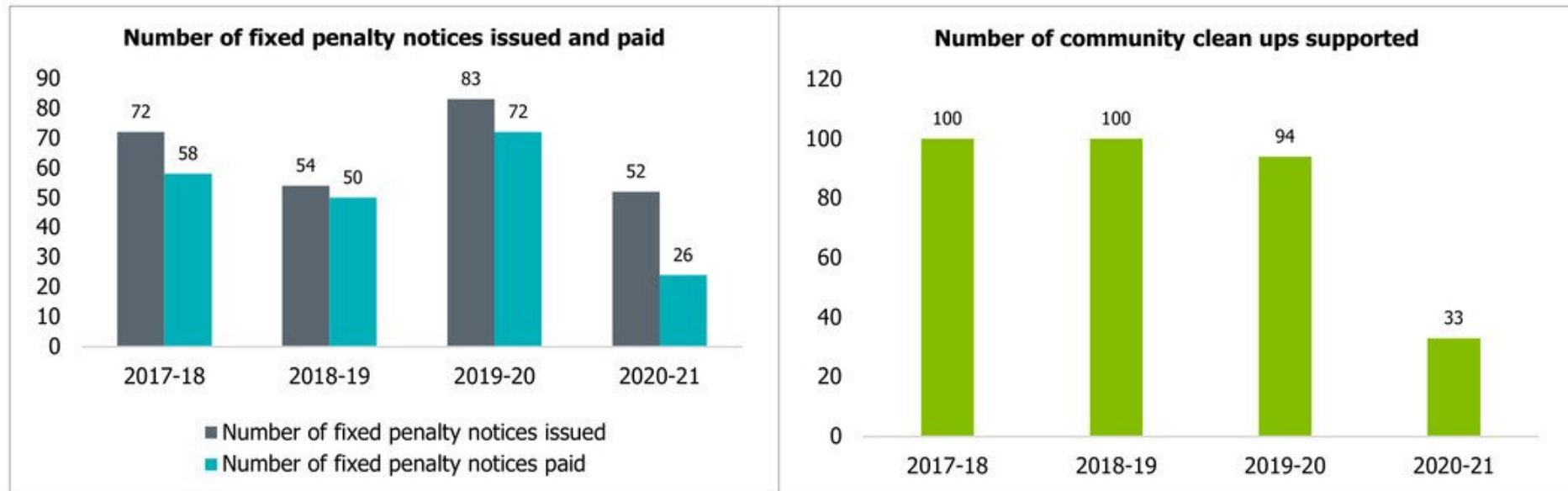
									home coupled with the displacement of commercial waste. This trend may potentially be contributing to the increased levels of domestic waste collected whilst having a negative impact on the overall rate of recycling and tonnage of waste sent to landfill.
Level of compliance with sustainable development duty		The Council has made significant progress in addressing the impact of climate change locally. Through the Sustainability and Climate Change Forum, the implementation of the Council's Local Climate Action Plan is underway and the impact of Council operations on the climate is currently being reviewed. Further initiatives include the Climate Change Symposium 'Our Climate Our Challenge' in March 2020 which attracted 100 delegates, participation in the FASTER project which aims to install 73 electric rapid charging points in Northern Ireland, Republic of Ireland and Scotland, installation of a pilot solar farm on a Council site and development of a 'Climate Change Park' at the Islands Park in Newcastle. The Council is also working in partnership with Sustrans to develop a draft Active Travel Masterplan, is the Lead Partner for the €9 million CANN (Collaborative Action for the Natura Network) Project which seeks to protect and restore protected habitats and has published a Policy and Action Plan to phase out Single Use Plastics within Council premises.							



Performance Improvement Objective 3

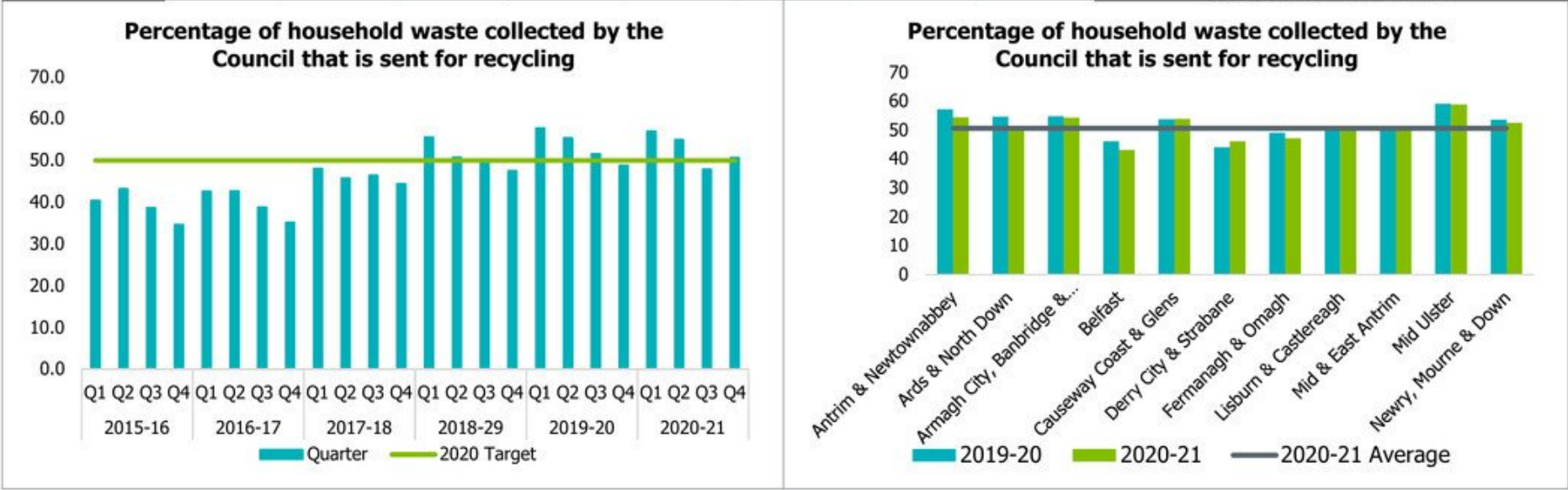
We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents

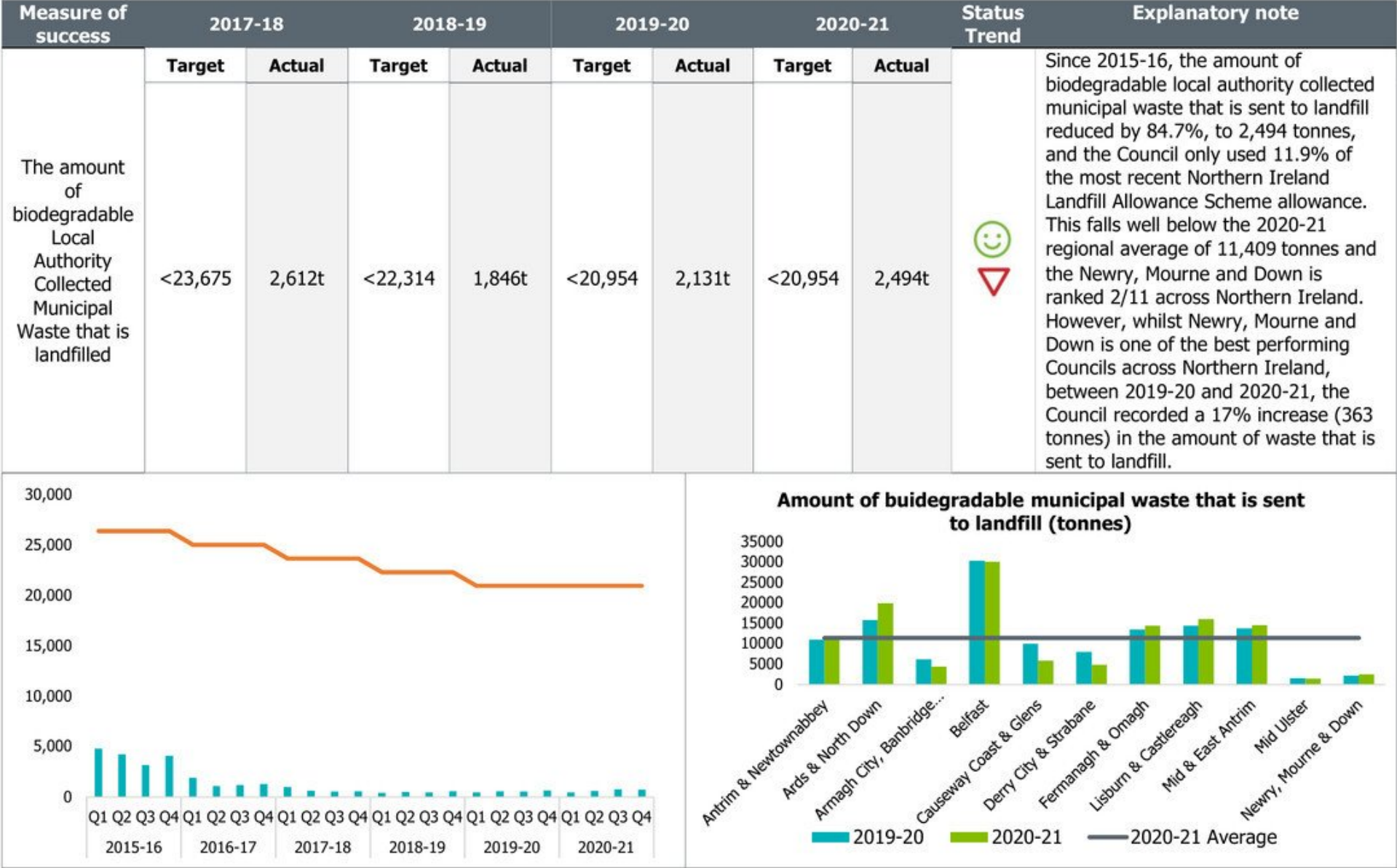
Measure of success	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	Status Trend	Explanatory Note
LEAMS* score (Keep NI Beautiful Cleanliness Index)	72	72	64	64		KNIB carries out Cleaner Neighbourhoods Surveys on an annual basis. The 2020 LEAMS score for the Newry, Mourne and Down remained at 64, which is slightly below the current Northern Ireland average of 65. This is the lowest recorded regional score since the survey began in 2012 and KNIB suggests that the declining trend may be linked to higher levels of littering and dog fouling on the transects inspected, as well as a year on year decrease in cleansing spend across the 11 Councils.
Number of fixed penalty notices issued	72	54	83	52		Between 2019-20 and 2020-21, the number of illicit dumping incidents reported to the Council increased from 434 to 817 whilst the number of littering and dog fouling incidents

Number of fixed penalty notices paid	58	50	72	26 (to date)	▽	decreased from 353 to 322. The increased levels of fly tipping may be linked to the closure of the Household Recycling Centres during Q1 2020-21, when the Council recorded the highest number of illicit dumping incidents (242). The number of fixed penalty notices issued reduced from 83 in 2019-20 to 52 in 2020-21 which can largely be attributed to the impact of the COVID-19 pandemic and compliance with social distancing restrictions. 26 fixed penalty notices have been paid to date.
Number of community clean ups supported	100	100	94	33	▽	Through the Neighbourhood Services and Active and Healthy Communities Directorates, the Council actively supports clean ups which are carried out by local community groups and residents. Between 2017-18 and 2020-21, the Council supported 327 clean ups across the District, including 33 during 2020-21. The reduction in the number of community clean ups supported during 2020-21 can be attributed to the temporary suspension of the service in Q1 and Q4 and subsequent compliance with the COVID-19 public health guidelines and social distancing restrictions when the service was provided in Q2 and Q3. However, between April-August 2021, the number of community clean ups supported by the Council increased to 64.
Number of 'Live Here Love Here' environmental projects	16	27	34	24	▽	Since 2017-18, the Council has supported 101 'Live Here Love Here' environmental projects, including 24 during 2020-21. Successful projects generally focus on a range of environmental themes including pollution solutions, biodiversity recovery, climate action, littering, dog fouling and community food growing initiatives.



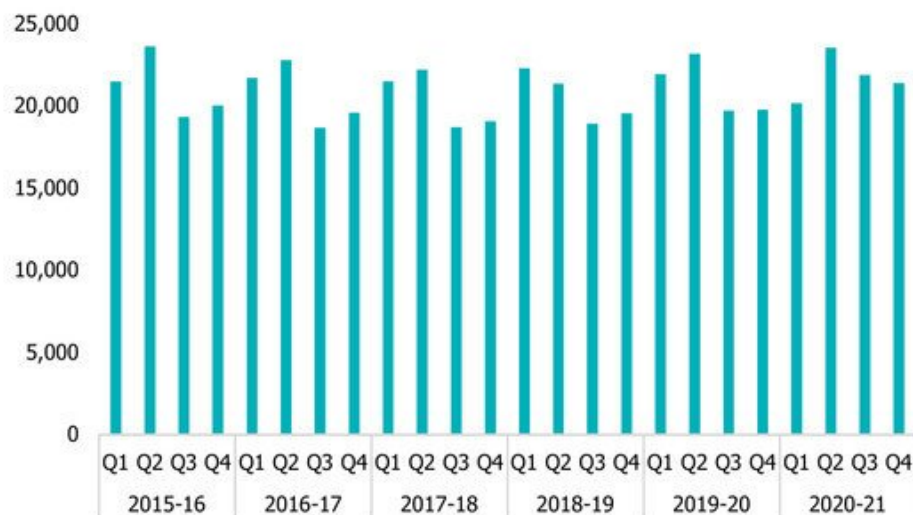
Measure of success	2017-18		2018-19		2019-20		2020-21		Status Trend	Explanatory note
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
The percentage of household waste collected by District Councils that is sent for recycling	50% by 2020	46.1%	50% by 2020	51.4%	50% by 2020	53.7%	50% by 2020	52.6%	 	Since 2017-18, the Council increased the overall rate of recycling by 6.5%, to 52.6%, exceeding the 50% recycling target by 2020. The rate of recycling is also above the 2020-21 regional average of 50.7% and the Council is ranked 5/11 across Northern Ireland. However, between 2019-20 and 2020-21, the overall rate of recycling reduced by 1.1%. This is similar to the regional downward trend which indicates a 1.2% reduction in the overall rate of recycling across Northern Ireland.



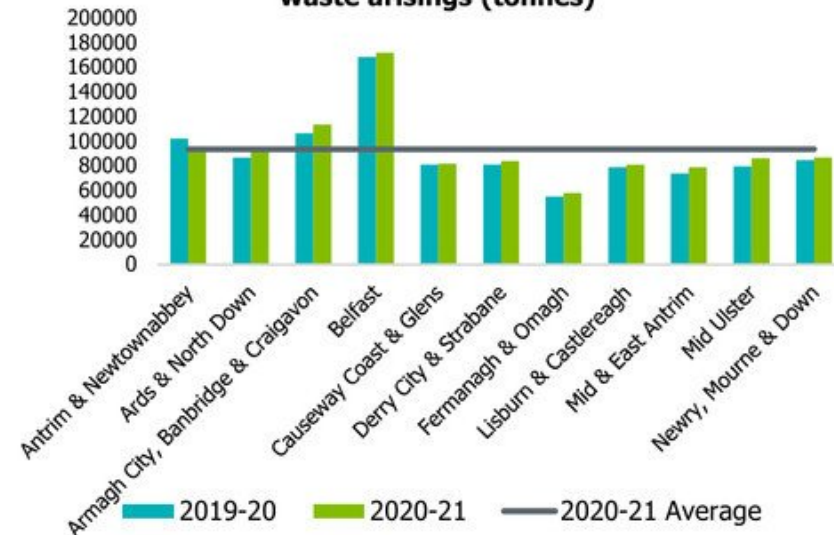


Measure of success	Actual 2017-18	Actual 2018-19	Actual 2019-20	Actual 2020-21	Trend	Explanatory note
The amount of Local Authority Collected Municipal Waste arisings	81,483t	82,136t	84,610t	86,980t	▶	Since 2017-18, the amount of local authority collected municipal waste arisings increased by 6.7% to 86,980 tonnes, which falls below the 2020-21 regional average of 93,746 tonnes. Newry, Mourne and Down is currently ranked 7/11 across Northern Ireland and the increase in municipal waste arisings is likely to have significant financial implications for the Council.

Amount of Local Authority Collected Municipal Waste arisings (tonnes)



Amount of local authority collected municipal waste arisings (tonnes)



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

**The 2020-21 data in relation to the statutory 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 2021-22. There are slight variances between the quarterly figures and the rolling 12 month figures, as outlined in the DAERA reports.

***The 2019-20 NI Landfill Allowance Scheme (NILAS) target has been included as the Council awaits more up to date targets from DAERA.



Community Planning Outcome

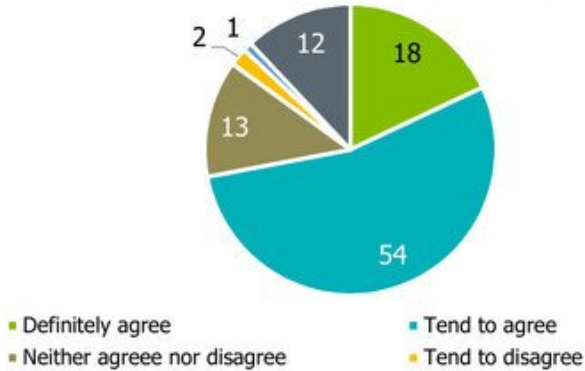
All people in Newry, Mourne and Down live in respectful, safe and vibrant communities

Corporate Objective

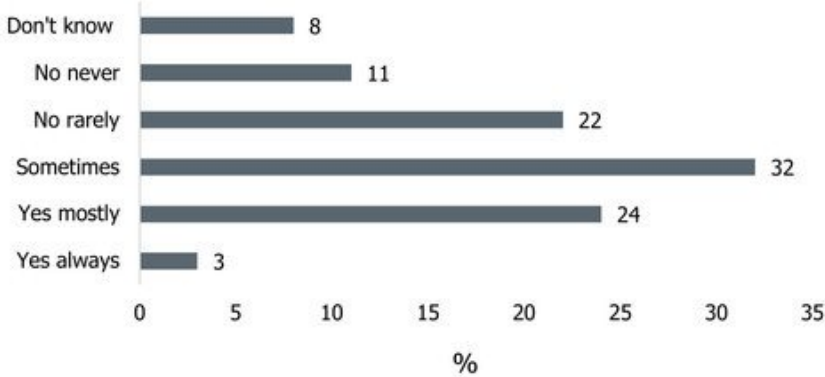
Enable and support people to engage in inclusive and diverse activities in their communities

Measure of Success	2018 Actual	Status	Explanatory Note
Percentage of residents who agree that the local area is a place where people from different backgrounds get on well together	72%		<p>In September 2018, the Council commissioned a Residents Survey to establish a robust and reliable evidence base in relation to resident perceptions about their local area, the performance of the Council and key priorities for improvement in the future. A representative sample of 764 residents revealed that:</p> <ul style="list-style-type: none"> 72% agree that the area is a place where people from different backgrounds get on well together 62% agree that the Council consults with and listens to the views of local people, and 22% neither agree or disagree 59% feel that they can have a say on how services are delivered in their local area
Percentage of residents who agree that the Council consults with and listens to the views of local people	62%		
Percentage of residents who feel that they can have a say on how services are delivered in their local area	59%		
Number and percentage of financial assistance projects funded and successfully delivered	64% of projects awarded funding	-	<p>The next Residents Survey will be carried out during 2022-23 to track and monitor resident perceptions of the Council, satisfaction with Council services and the local area as a place to live. Feedback from the Residents Survey will be used to inform the development of future plans and strategies, including the Corporate Plan and Performance Improvement Plan.</p> <p>Since 2015-16, the Council awarded £6.5m to 2,242 successful applications through the Financial Assistance Scheme. This includes £731,019 being awarded to 377 projects across 18 thematic areas during 2020-21, with the most popular themes being 'community engagement', 'community festivals' and 'summer schemes'. Overall, 72% of applications received were successful and 64% were awarded funding.</p>

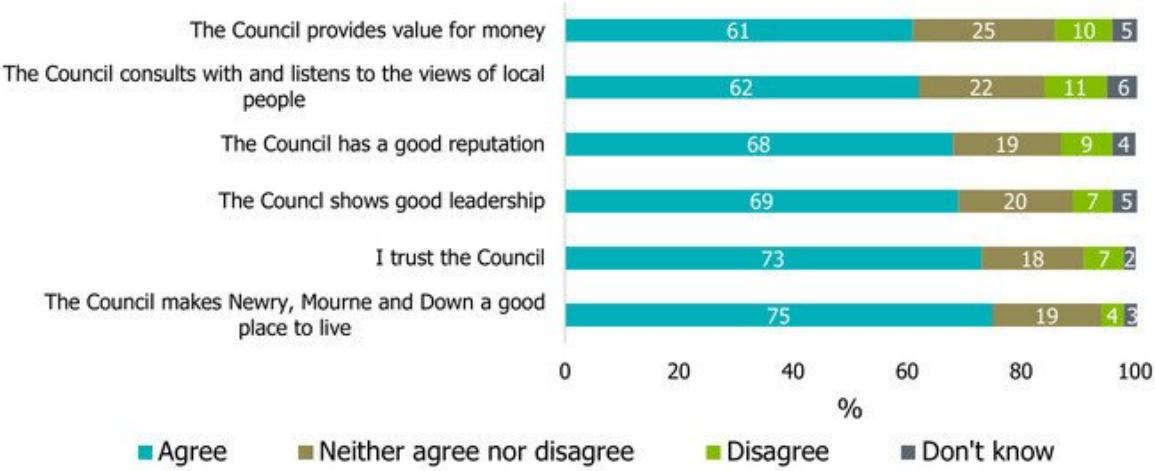
To what extent do you agree or disagree that your local area is a place where people from different backgrounds get on well together? (%)



Do you feel you are able to have a say on things happening or how services are run in your local area?



Thinking about Newry, Mourne and Down, to what extent do you agree or disagree with the following statements?

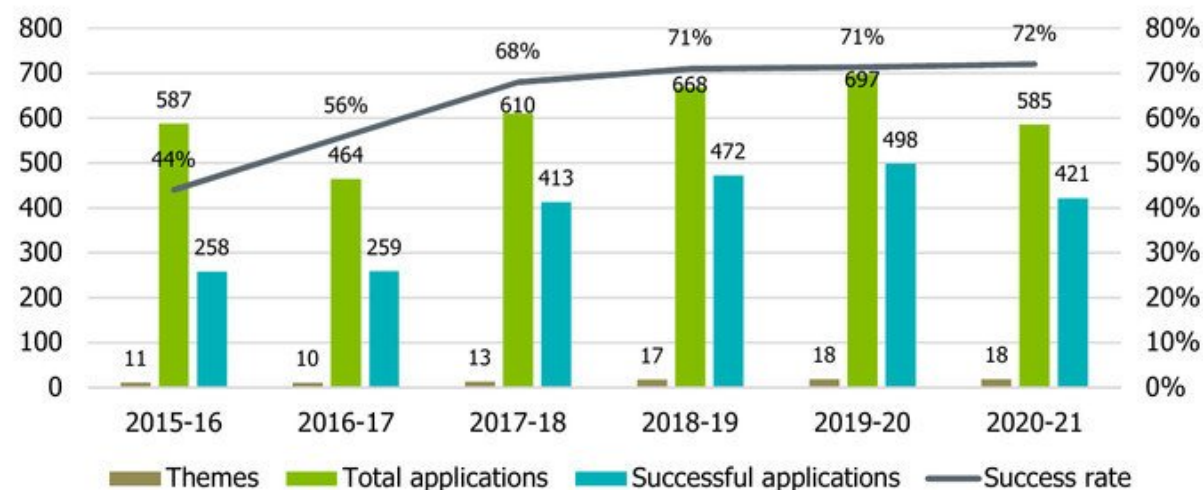


Performance Improvement Objective 4

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

Measure of success	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	Trend	Explanatory Note
% of successful financial assistance applications	68%	71%	71%	72%	▶	The overall success rate of applications to the Council's Financial Assistance Scheme increased from 44% in 2015-16 to 72% in 2020-21. However, in 2020-21, the Council scored and ranked applications in line with the Financial Assistance Policy, and 377 of the 421 successful applications were awarded £731,019 in total. Significant shortfalls between the amount of funding available and requested were recorded under the 'community engagement' and 'local biodiversity' themes.
% of financial assistance applications funded	68%	71%	71%	64%	▼	




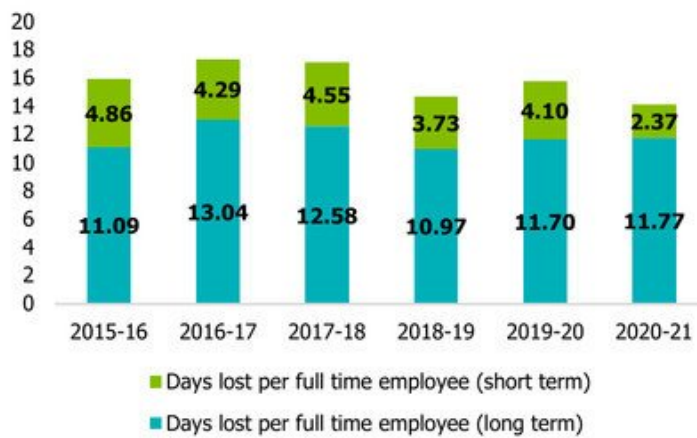
Financial Assistance applications received v success rate

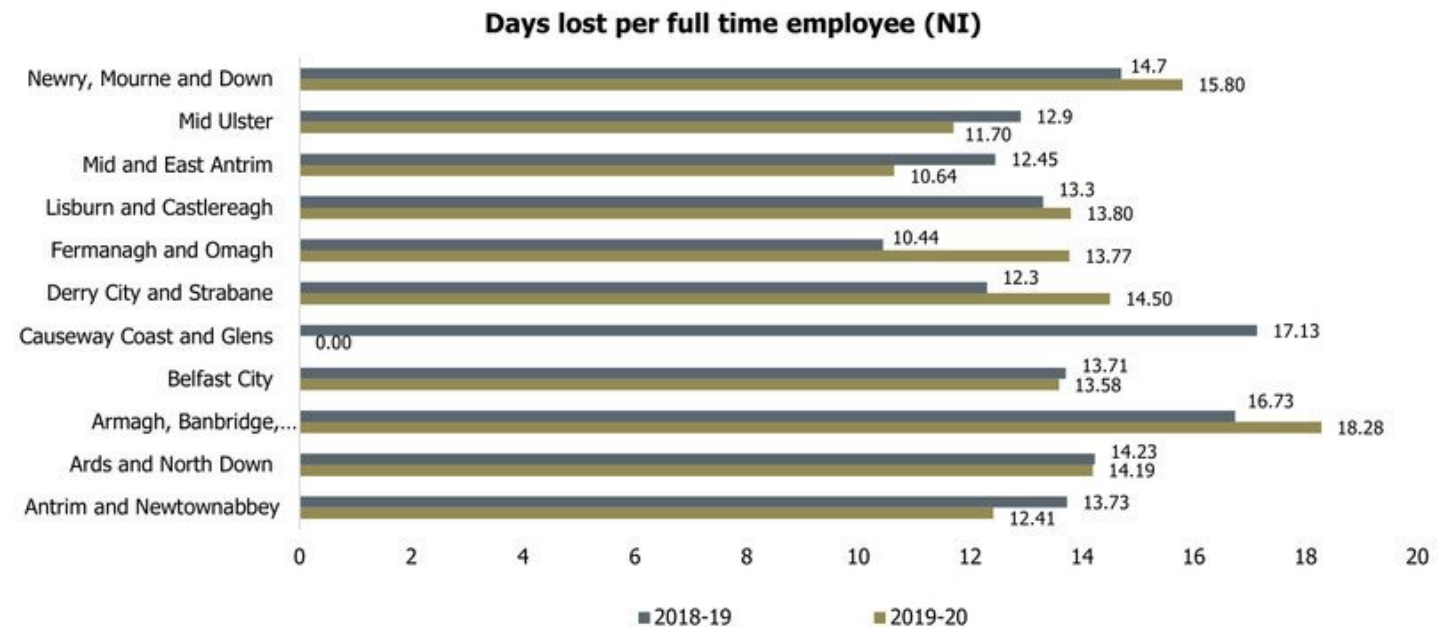
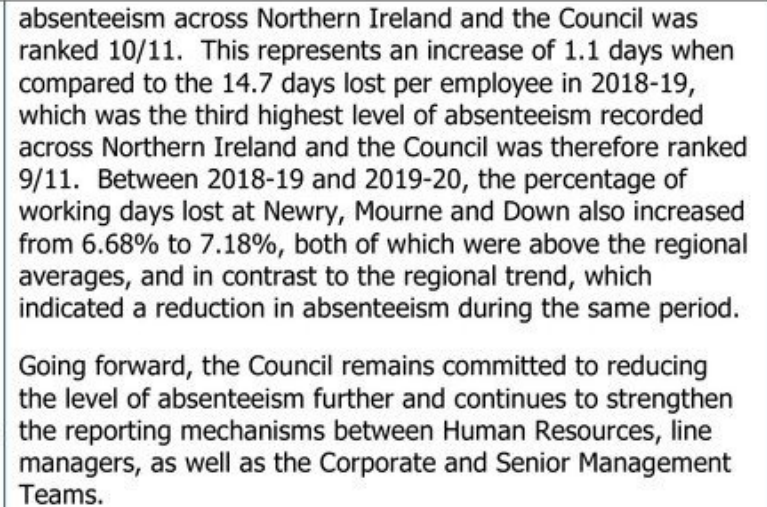


Corporate Plan 2021-23: Self imposed performance indicators

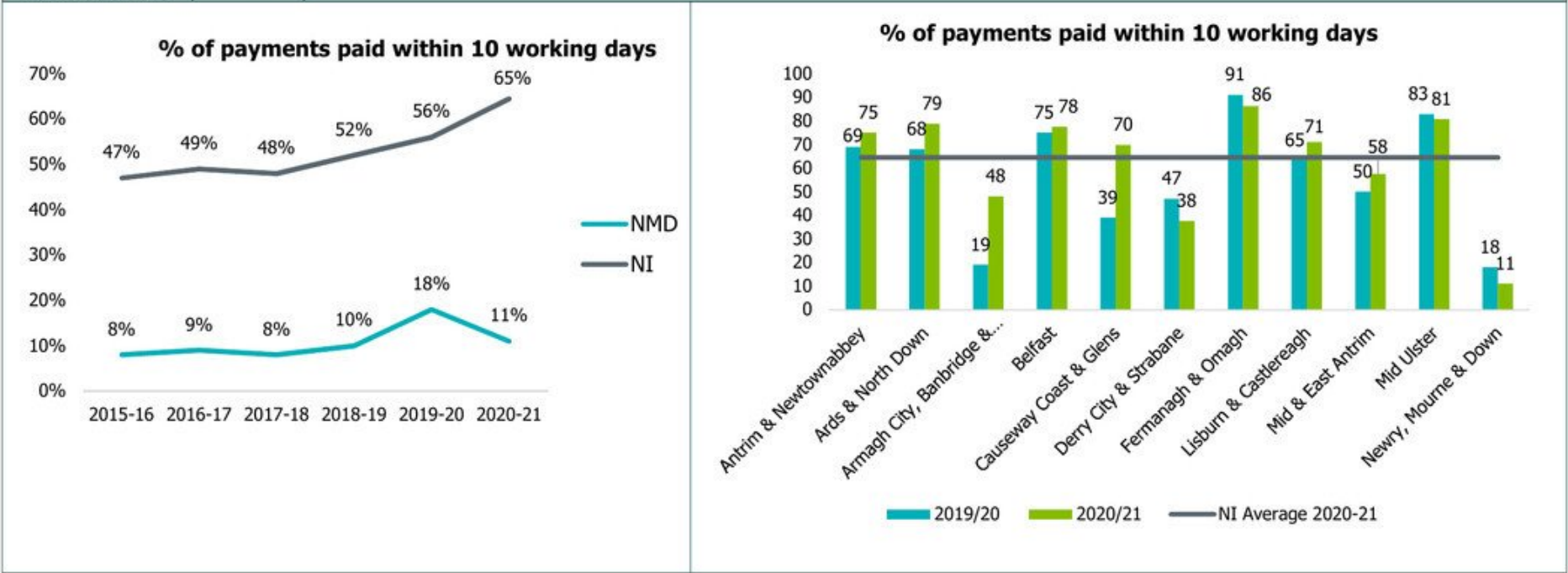
Corporate Objective

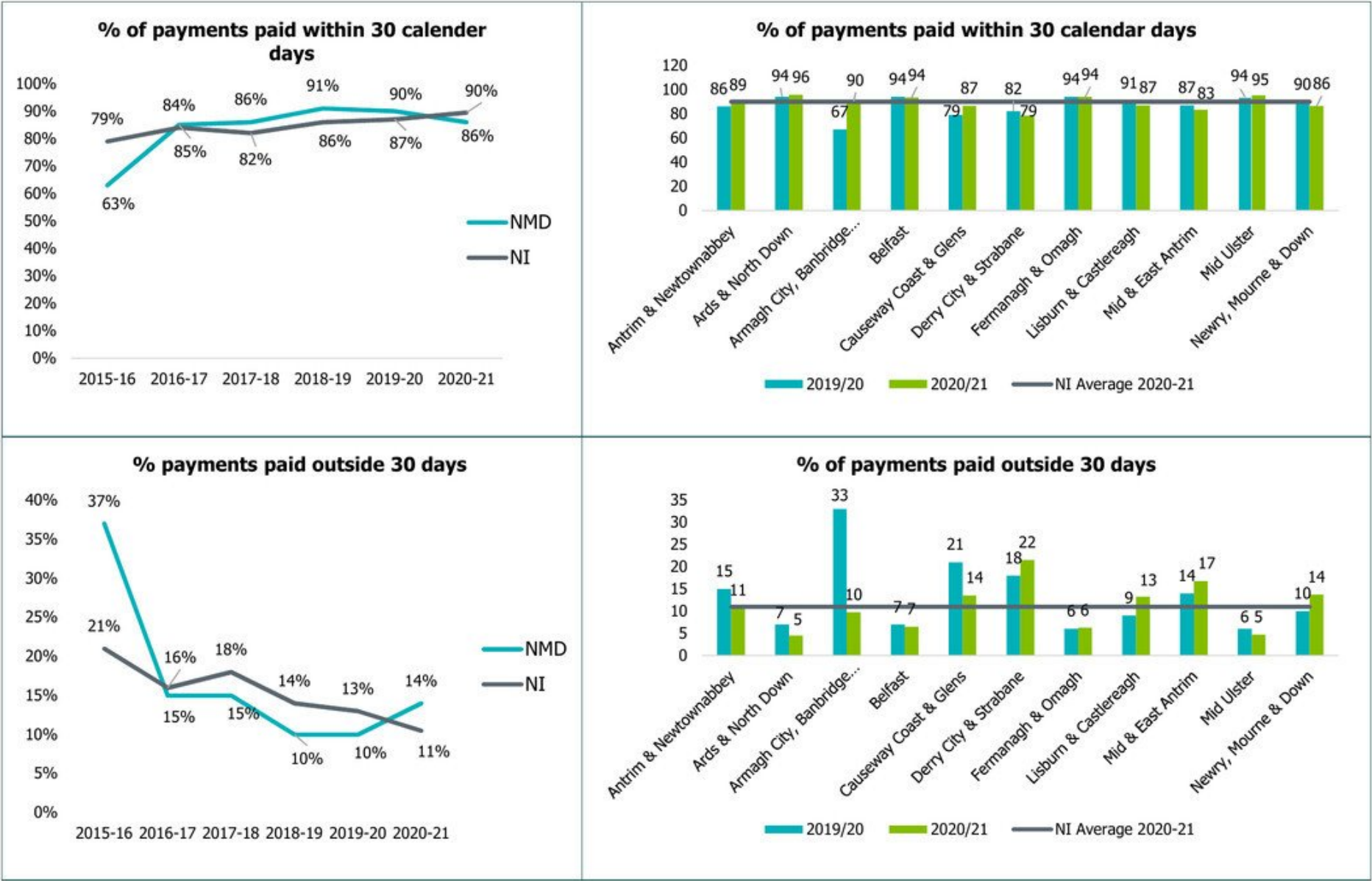
Provide accessible, high quality and integrated services through continuous improvement

Measure of Success	Status Trend	Explanatory Note																													
Increased citizen satisfaction		The 2018 Residents Survey revealed that: <ul style="list-style-type: none"> 87% are satisfied with the Council overall 75% agree that the Council makes Newry, Mourne and Down a good place to live 73% trust the Council 61% believe the Council provides good value for money, which is above the GB average of 51% 																													
Compliance with Duty of Improvement		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 performance improvement culture. However, the Council was not required to publish the 2020-21 Performance Improvement Plan and is currently awaiting the outcome of the 2020-21 Performance Audit and Assessment.																													
Level of absenteeism		<p>Days lost per full time employee (NMD)</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Long term (blue)</th> <th>Short term (green)</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2015-16</td> <td>11.09</td> <td>4.86</td> <td>15.95</td> </tr> <tr> <td>2016-17</td> <td>13.04</td> <td>4.29</td> <td>17.33</td> </tr> <tr> <td>2017-18</td> <td>12.58</td> <td>4.55</td> <td>17.13</td> </tr> <tr> <td>2018-19</td> <td>10.97</td> <td>3.73</td> <td>14.70</td> </tr> <tr> <td>2019-20</td> <td>11.70</td> <td>4.10</td> <td>15.80</td> </tr> <tr> <td>2020-21</td> <td>11.77</td> <td>2.37</td> <td>14.14</td> </tr> </tbody> </table> <p>■ Days lost per full time employee (short term) ■ Days lost per full time employee (long term)</p>	Year	Long term (blue)	Short term (green)	Total	2015-16	11.09	4.86	15.95	2016-17	13.04	4.29	17.33	2017-18	12.58	4.55	17.13	2018-19	10.97	3.73	14.70	2019-20	11.70	4.10	15.80	2020-21	11.77	2.37	14.14	<p>During 2020-21, Newry, Mourne and Down District Council recorded 13.55 days lost per employee. This represents a decrease from 15.80 days in 2019-20, particularly in relation to short term absence, which reduced from 4.10 days to 2.37 days per employee and is the lowest level of short term absence recorded since 2015-16. Significantly, 63.5% of the workforce (654 employees) had no recorded absence during 2020-21, which represents a significant increase when compared to the 46.2% of employees with no recorded absence in 2019-20. This reduction in short term absenteeism may partly be attributed to the working arrangements which were introduced in response to the COVID-19 pandemic, when a number of employees were furloughed or working from home.</p> <p>In 2019-20, Newry, Mourne and Down recorded 15.80 days lost per employee which was the second highest level of</p>
Year	Long term (blue)	Short term (green)	Total																												
2015-16	11.09	4.86	15.95																												
2016-17	13.04	4.29	17.33																												
2017-18	12.58	4.55	17.13																												
2018-19	10.97	3.73	14.70																												
2019-20	11.70	4.10	15.80																												
2020-21	11.77	2.37	14.14																												





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 18%. However, in response to the COVID-19 pandemic, this reduced to 11%, falling well below the regional average of 64.5% and the Council is therefore ranked 11/11 across Northern Ireland. Progress with payments made within 30 calendar days has also declined slightly, from 90% in 2019-20 to 86% in 2020-21, falling below the current regional average of 89.5% and the Council is ranked 9/11 across Northern Ireland. The percentage of payments paid outside 30 days has also increased from 10% in 2019-20 to 14% in 2020-21, which is above the regional average of 10.5% and the Council is ranked 9/11 across Northern Ireland.
Within 10 working days	▽	
Within 30 calendar days	▷	
Outside 30 calendar days	▽	







Corporate Objective






Advocate with others for the benefit of all people of the District

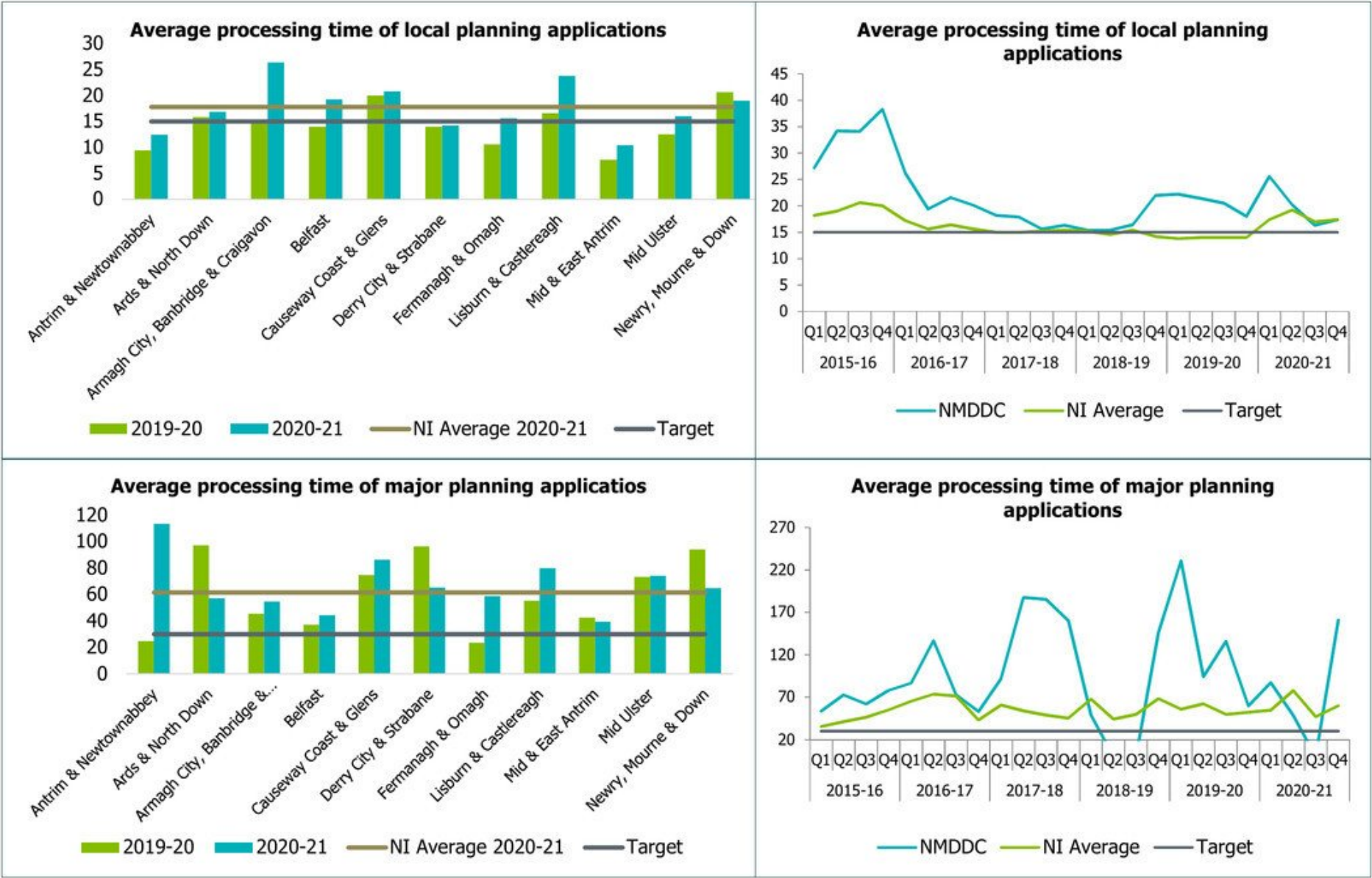
Measure of Success	Status	Explanatory note
Compliance with the duty of community planning / monitor delivery of outcomes with partners		During 2020-21, the Council continued to comply with the statutory duty of community planning. The Community Planning Partnership met on a regular basis, championing the establishment of the Community Co-ordination Hub and enlisting 144 community organisations to help deliver 18,407 food parcels to vulnerable households. Current priority work areas include active travel, housing and mental health and the Stakeholder Forum is also progressing the implementation of the 'Renewal and Recovery Plan' which is focused on improving community wealth, health provision and skills.
Percentage of residents who are satisfied with their local area as a place to live		The 2018 Residents Survey revealed that 90% of residents are satisfied with their local area as a place to live, which is well above the GB average of 80%. 99% of residents in the Rowallane DEA are satisfied with their local area as a place to live, compared to just 78% in the Downpatrick DEA. Residents in rural areas are also more likely to be satisfied with their local area as a place to live than residents in urban areas. The top perceived problems identified by residents are dog fouling and barking dogs, particularly for residents in urban areas.

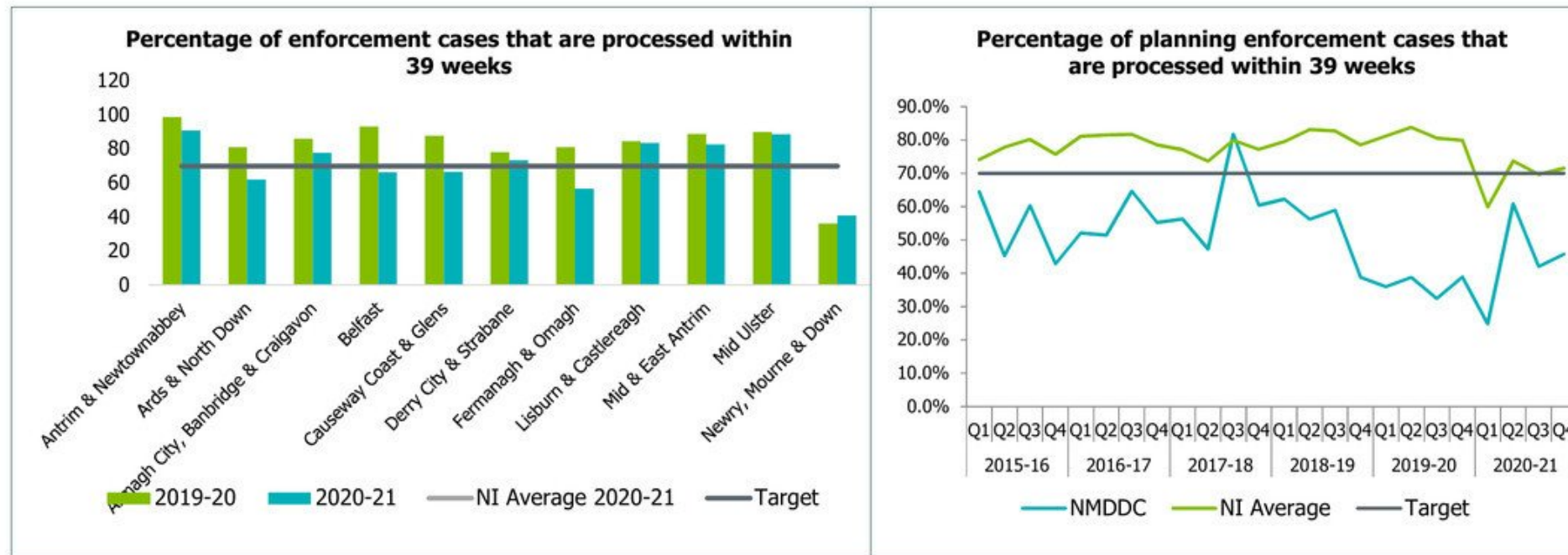
Performance Improvement Objective 5

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

Measure of success	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	Status Trend	Explanatory Note
Average processing time for local planning applications (weeks)	17	18	20.6	19	 	During 2020-21, Newry, Mourne and Down received 1,645 local planning applications which is the highest across Northern Ireland and represents a slight increase when compared to 2019-20. The processing time for local planning applications decreased from 20.6 weeks in 2019-20 to 19 weeks in 2020-21 which is above the regional average of 17.8 weeks and exceeds statutory standard of <15 weeks. However, whilst only 34.8% of local planning applications were processed within the statutory standard, Newry, Mourne and Down was the only Council to improve the average processing time of local planning applications between 2019-20 and 2020-21. The

						Council is currently ranked 7/11 across Northern Ireland for processing local planning applications.
Average processing time of major planning applications (weeks)	127.6	76.6	94	64.6		During 2020-21, Newry, Mourne and Down received 12 major planning applications which is the second highest across Northern Ireland and represents an increase of four applications when compared to 2019-20. The processing time for major planning applications decreased from 94 weeks in 2019-20 to 64.6 weeks in 2020-21 which is above the regional average of 61.4 weeks and exceeds statutory standard of <30 weeks. Only 14.3% of local planning applications were processed within the statutory standard and the Council is ranked 6/11 across Northern Ireland for processing major planning applications.
Percentage of planning enforcement cases progressed within 39 weeks	59.9%	52.9%	36.2%	40.9%		The percentage of enforcement cases processed within 39 weeks increased from 36.2% in 2019-20 to 40.9% on 2020-21 which falls well below the regional average of 69.9% and statutory standard of 70%. However, whilst the Council is currently ranked 11/11 across Northern Ireland for processing enforcement cases, Newry, Mourne and Down was the only Council to improve the percentage of enforcement cases processed within 39 weeks between 2019-20 and 2020-21.
Number of planning applications in the system for 12 months or more	197	224	183	195		Between 2019-20 and 2020-21, the number of planning applications in the system for 12 months or more increased by 6.6%. Newry, Mourne and Down currently has the 5 th highest number of planning applications in the system for 12 months or more across Northern Ireland.
Number of planning applications in the system for 12 months or less	675	800	685	857		Between 2019-20 and 2020-21, the number of planning applications in the system for 12 months or less increased by 25.1%. Newry, Mourne and Down currently has the 2 nd highest number of planning applications in the system for 12 months or less across Northern Ireland.
Number of enforcement cases in the system 12 months or more	571	734	620	546		Between 2019-20 and 2020-21, the number of enforcement cases in the system for 12 months or more decreased by 12%. Newry, Mourne and Down currently has the highest number of live enforcement cases in the system (819) across Northern Ireland, 49.5% of which have been in the system for two years or more.





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 a performance improvement culture and delivering sustainable improvements for local communities.

Appendix 1: Progressing the 'proposals for improvement'

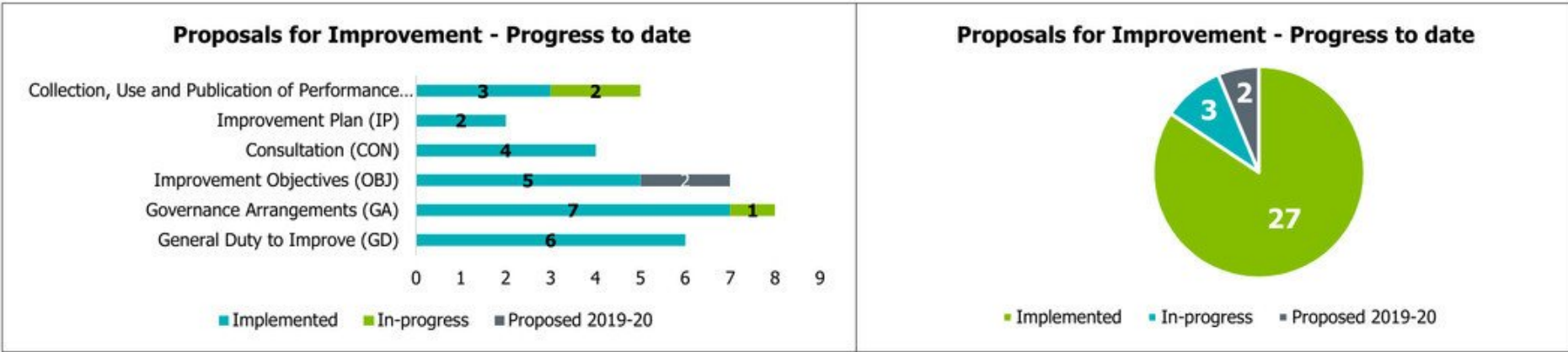
Newry, Mourne and Down District Council Performance Audit and Assessments: Proposals for Improvement - Progress Report


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 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 Corporate Plan, Performance Improvement Plan and Directorate Business Plans, as well as the guidance for Service Plans and People Perform Grow, demonstrating how employees contribute to the achievement of community planning outcomes and strategic objectives. The Performance Improvement Policy continues to provide the content for mainstreaming the Business Planning and Performance Management Framework.</p> <p>The Business Planning and Performance Management Cycle has also been updated 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, Service Plans and People Perform Grow. The monitoring, reporting and review arrangements at each level of the Framework continue to be mainstreamed and a standard, consistent approach has been developed for 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. The Community Planning Partnership is currently preparing the second Statement of Progress which will be submitted to the Department for Communities in November 2021 and a formal review of the Community Plan is scheduled to take place in April 2022.</p>	
<p>Corporate Plan</p> <p>The Corporate Plan for Newry, Mourne and Down District Council was approved by the Strategy, Policy and Resources Committee on 12 March 2020 and was scheduled to be ratified by full Council on 6 April 2020. However, in response to the restrictions associated</p>	

with the Coronavirus pandemic, this meeting was cancelled and in April 2020, the Party Representatives Forum agreed that the official publication of the Corporate Plan should be delayed, enabling the organisation to:

- Plan ahead, identify and anticipate the key challenges and opportunities within the current and future internal and external environments.
- Review the current suite of strategic objectives, supporting actions and measures of success, to ensure they remain meaningful, relevant and realistic.

In Autumn 2020, in response to the Covid-19 pandemic and the subsequent impact on Council service delivery, a further consultation and engagement exercise was undertaken. Virtual focus groups were held with a representative sample of 21 residents and an online survey was launched on Councils website and social media platforms which generated 560 responses. As part of the consultation and engagement process, participants were asked their views on a number of issues, including whether the corporate objectives originally identified were still deemed to be relevant in the current climate. Feedback confirmed widespread support for the corporate objectives and the Corporate Plan 2021-23 was approved and launched in Q4 2020-21.

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, supporting 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. Four of the five draft performance improvement objectives were carried forward to 2021-22.

Directorate Business Plans

In response to the growing uncertainty around Covid-19, Emergency Business Plans, which covered the periods April-September 2020 and October 2020-March 2021, were developed for each Directorate and approved by the Senior Management Team and relevant Council Committee. These plans provided a mechanism to manage and co-ordinate activity, plan ahead to support and anticipate business recovery, by outlining:

- Challenges and opportunities (internal and external environments)
- Customer needs and expectations
- New / essential / statutory / desirable / delayed / suspended services
- Key objectives, activities, timescales and anticipated outcomes

- Financial resources – projected expenditure, income, additional costs and external funding
- Human resources – staffing levels, re-deployment and remote working
- Governance arrangements (ongoing monitoring and review)

Progress in implementing the Emergency Business Plans was monitored and reported to the Senior Management Team and relevant Council Committee during 2020-21, providing robust baseline information to:

- Monitor and evaluate the Council's overall response to COVID-19, during the initial lockdown and subsequent phases
- Identify areas of good practice and shared learning - what is working well and what could work better
- Explore opportunities to identify business transformation at all levels of the organisation

The Emergency Business Plans also formed part of the internal audit of Emergency Planning (COVID-19 response) and no recommendations for improvement were received in this respect. The assessments of the Emergency Business Plans 2020-21 have been used to inform and support the development of Directorate Business Plans 2021-22.

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. The purpose of Service Plans is to provide an overview of the operational activity and key improvements that are planned for the year ahead, helping to ensure that teams and employees are working towards shared objectives. However, in response to the COVID-19 pandemic, the introduction of Service Plans was suspended until 2021-22 and all departments are now required to have a Service Plan in place.

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. However, in response to the COVID-19 pandemic, People Perform Grow was suspended until 2021-22. Phase 1 has now been launched for tier four employees and above, as well as any employees who would like to volunteer to take part in the process.

People Perform Grow templates link individual performance objectives with the relevant Service Plan, in order to strengthen the cascade of strategic objectives to all employees across the organisation. An e-learning module and brochure has also been developed

to support the effective implementation of People Perform Grow and performance management arrangements are currently being developed to track progress and evaluate the overall process ahead of the organisational roll-out in 2022-23.

The Corporate Performance Dashboard has been developed to provide an overview of the overall organisational health of Newry, Mourne and Down District Council, using a suite of statutory and self imposed performance measures across a range of key functions. The Corporate Performance Dashboard is aligned to the objectives within the Corporate Plan 2021-23 and risks within the Corporate Risk Register. It provides a platform to monitor performance on a quarterly basis, identify areas of good performance, address areas of under-performance and secure continuous improvement in the delivery of key functions. The Corporate Performance Dashboard 2020-21 is made up of 14 performance measures, including seven statutory performance indicators for economic development, waste management and planning. These performance measures may change on an annual basis and should be aligned to specific organisational priorities and areas for improvement.

Areas for improvement

- Continue to strengthen the alignment across all elements of the Business Planning and Performance Management Framework.
- Further embed and mainstream the Performance Improvement Policy and Business Planning and Performance Management Framework through the effective implementation of Service Plans and Individual Performance.
- Strengthen the suites of performance indicators at all levels of the Business Planning and Performance Management Framework.
- Mainstream the use of the Corporate Performance Dashboard amongst the Senior and Corporate Management Teams.
- Continue to use performance information to identify and drive performance improvement at all levels of the organisation.

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 and it is anticipated that a further training session will be organised during 2021-22. 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 also 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 informing the development of the Corporate Plan 2021-23 and Performance Improvement Objectives 2021-22.

Areas for improvement

- Develop and deliver training and capacity building sessions for Elected Members on performance management.
- 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 2021-23 and future 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 2021-22, the Council adopted five performance improvement objectives, four of which were carried forward from 2020-21. These performance improvement objectives are based on set criteria and are aligned to the outcomes within the Programme for Government and Community Plan for Newry, Mourne and Down, as well as the strategic objectives within the Corporate Plan 2021-23. The five performance improvement objectives 2021-22 were endorsed through the public consultation and engagement process which was carried out during Q1 2021-22. These objectives are considered to be more specific, focused and measurable, and were approved by the Senior Management Team and Strategy Policy and Resources Committee in June 2021. The NI Audit Office will determine whether this proposal for improvement has been achieved as part of the Performance Audit and Assessment 2021-22.

1. We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces
2. We will grow the economy by supporting local businesses and creating new jobs
3. We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents
4. We will build the capacity of local communities through the Financial Assistance Scheme
5. We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme

<p>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.</p>	
<p>As part of the process to redefine the performance improvement objectives 2021-22, 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 possible and appropriate, baseline data for each 'measure of success' has been included and targets have been agreed.</p> <p>A new template to highlight key information in relation to each performance improvement objective has also been devised and provides an overview of:</p> <ul style="list-style-type: none"> • 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 <p>The NI Audit Office will determine whether this proposal for improvement has been achieved as part of the Performance Audit and Assessment 2021-22.</p>	
<p>Areas for improvement</p>	
<ul style="list-style-type: none"> • Work with the Department for Communities and other key stakeholders to review the legislation and agree a way forward for all. 	
<p>THEME: Consultation</p>	
<p>For the past two years, the Council has received 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 2021-22 was reduced to an online survey, supplemented by virtual meetings with key stakeholder groups, including section 75 groups. Overall, the consultation and engagement process resulted in 41 completed surveys and engagement with 100 stakeholders through the seven District Electoral Area Forums which are made up of Elected Members and independent members representing the voluntary,</p>	

community and business sectors and Section 75 groups, including the Older Persons Forums in Newry and Downpatrick, Newry and Mourne Youth Council and Cedar Foundation. This consultation and engagement process has been supplemented by the 1,345 responses to the consultation on COVID-19 and the Corporate Plan in 2020, as well as the Residents Survey in 2018.

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.

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, Directorate Business Plans, Service Plans and Individual Performance. It has been supplemented by an agreed cycle of activity required to embed the Framework across the organisation. All elements of the Business Planning and Performance Management Framework are being progressed during 2021-22, with particular progress being made in relation to Service Plans and People Perform Grow.

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 the annual and bi-annual assessments 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 and will be considered further during Q2 2021-22, in line with the continued implementation of the IT Strategy.

Through the Strategic Finance Working Group meetings, Elected Members and senior management have an opportunity to focus on a specific Directorate, through an in-depth analysis of the overall performance, financial challenges and efficiency opportunities. This has included a 'deep dive' into existing suites of performance measures, which highlight areas of good and underperformance, and set the context for the key challenges and opportunities for the Directorate to consider over the coming years. To date, the performance of the Enterprise Regeneration and Tourism, Neighbourhood Services and Active and Healthy Communities Directorates has been explored, evaluated and discussed by the Strategic Finance Working Group.

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 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 continues to form part of APSE Performance Networks and has collated benchmarking data across a range of services since 2016-17. 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, ensuring a performance led approach to business planning, specifically in relation to Directorate Business Plans and Service Plans. 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. 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 and all recommendations have now been implemented.

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.




Through the Assessment of Performance, the Council continues to benchmark performance with other Councils, specifically in relation to economic development, planning, waste management, prompt payments and absenteeism. The Councils also compares year on year performance across a broad range of performance measures within the Corporate Plan and Performance Improvement Plan.






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 effective implementation of Service Plans and People Perform Grow.
- 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.





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

Thematic Area: Duty to Improve	Timescale	Status
Strengthen the alignment between the Performance Improvement Plan 2020-21, Corporate Plan 2020-23 and Community Plan.	2019-20	
Continue to use performance information to identify and drive improvements across the organisation.	Ongoing	
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	
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	
Continue to populate and manage the excel based system and progress the identification of a suitable electronic performance management system.	Ongoing	
Facilitate staff briefings/roadshows in relation to the Corporate Plan 2020-23 and supporting plans.	2019-20	
Thematic Area: Governance Arrangements	Timescale	Status
Review and strengthen the Terms of Reference for all Committees in relation to performance and improvement responsibilities.	Ongoing	

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	
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	
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
Review and redefine the performance improvement objectives, so that they are more specific.	2019-20	
Review and strengthen the 'supporting actions' and 'measures of success' which underpin each objective.	2019-20	
Work with departments to communicate and enhance awareness of future performance improvement objectives.	2020-21	
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	
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
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
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
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	
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	
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	

Appendix 2: The Golden Thread

NMD Community Planning Outcomes

All people in Newry, Mourne and Down get a good start in life and fulfil their potential

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, sustainable environment

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

NMDDC Corporate Objectives

Provide accessible, high quality and integrated services through continuous improvement

Advocate with others for the benefit of all people of the District

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

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

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

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

Enhance, protect and promote our environment

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

NMDDC Performance Improvement Objectives

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

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

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

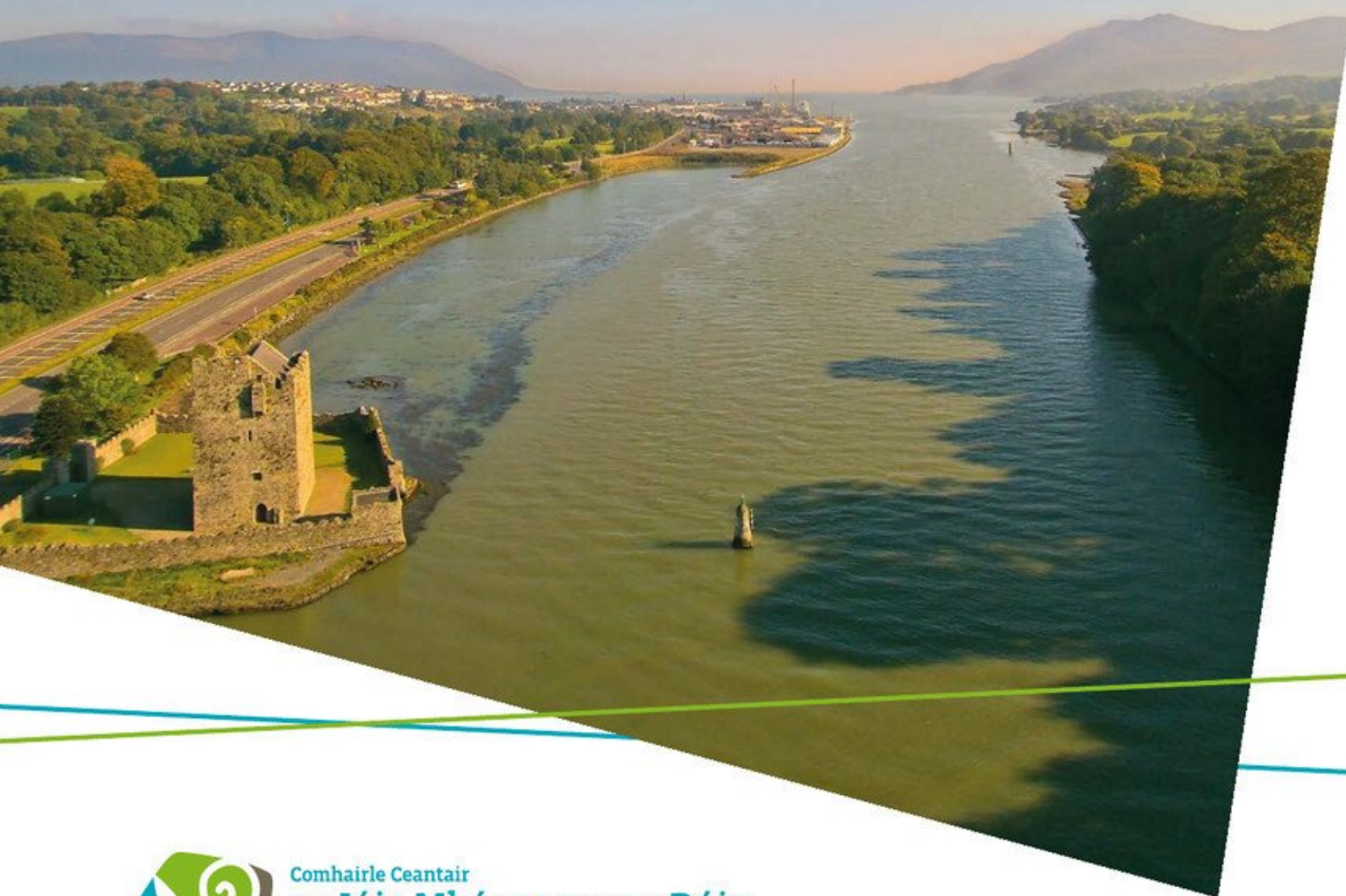
We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents

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

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

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Our Performance Looking Back, Going Forward



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

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



Looking Back

Assessment of Performance 2020-21

Every year, we are required to publish an Assessment of Performance to demonstrate whether planned improvements have been achieved. As the Council did not publish performance improvement objectives in 2020-21, the Assessment of Performance sets out progress against the current 'measures of success' within the:

- **Corporate Plan 2021-23**
- **Performance Improvement Plan 2021-22**
(including the statutory performance indicators and standards)

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

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

Our District, Our Organisation, Our Performance



District

Population: 181,368
Households: 67,222
7 District Electoral Areas
41 Elected Members
1,000+ employees
87% of residents are satisfied with the Council



Tourism

Between 2018 and 2019:
15% increase in visitor numbers, to 516,203
21% increase in visitor spend, to £83.7m
Three Areas of Outstanding Natural Beauty



Community

Life expectancy:
Male: 79.2 years / Female: 83.3 years
Age Profile: 0-15 years: 23% / 65+ years: 16%
94% of residents feel safe during the day, 87% of residents feel safe after dark
18,407 food parcels delivered to vulnerable households





Health and Wellbeing

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

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

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

1m+ recorded visits to Council parks and open spaces



Economy

Employment rate: 73.6%

8,865 VAT Registered Businesses

Average weekly earnings: £569 (full time)

13% of the population aged 16-64 years have no qualifications

181 new business starts supported and 164 new jobs promoted through business start activity



Environment

Recycling is important to 86% of residents

Top perceived problem for residents: Dog mess and fouling

Recycling rate: 52.6%

LEAMS (street cleanliness) score: 64

THE MOURNES



Down Leisure Centre

Down Arts Centre

St Patrick's Monument

Performance at a Glance

A snapshot of the past year

Performance Improvement Objective	Progress	Status Trend
 We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces	95.9% reduction in recorded attendances at Council leisure centres	▼
	79% reduction in the number of participants on Everybody Active 2020	▼
	91% of users said they are likely to return to the Councils leisure centres	😊
	3 'blue flag' beaches and 4 'green flag' parks	😊
	84% of visitors are satisfied with Warrenpoint Park and 89% agree the park enhances their local quality of life	😊
	72.6% increase in recorded visits at four community trails	▲
 We will grow the economy by supporting local businesses and creating new jobs	Between 2018-2019, 14.7% increase in overnights stays and 20.7% increase in visitor spend	▲
	164 new jobs promoted through business start activity	😊
	40 social enterprise businesses supported and 13 new social enterprise jobs created	😊
	327 businesses supported and 47.5 jobs created through 'NMD Growth', 'Digital Growth' and 'Tender for Growth'	😊
	Up to 1,000 businesses engaged in the #re:Launch Leadership Summit and 400 participants took part in NMD Enterprise Week	😊
	Increase in the number of VAT and/or PAYE registered businesses, birth rate of new businesses and employee jobs	▲
	103% increase in the number of job seekers and out of work universal credit claimants	▼
 We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents	Decrease in the number of fixed penalty notices issued and paid	▼
	Decrease in the number of community clean ups supported	▼
	Slight decrease in the rate of recycling, to 52.6%	▶
	One of the lowest levels of waste sent to landfill across all NI Councils	😊
	LEAMS (street cleanliness) score of 64 retained and falls just below the regional average of 65	▶
	60 schools participated in the calendar poster competition	😊
	15 schools attended the virtual teachers Eco-Schools Information event	😊

Performance Improvement Objective	Progress	Status Trend
 We will build the capacity of local communities through the Financial Assistance Scheme	£731k awarded to 377 projects across 18 thematic areas	😊
	Electronic Grant Management System launched and online training module developed	😊
	Newry, Down and Kilkeel Leisure Centres temporarily converted to food distribution hubs between March-August 2020	😊
	18,407 food parcels delivered to vulnerable households and 144 community organisations enlisted as volunteers	😊
	72% of residents agree that the local area is a place where people from different backgrounds get on well together	😊
 We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme	The Council received, decided on and approved the highest number of planning applications across Northern Ireland	😊
	The processing time for local planning applications improved from 20.6 weeks in 2019-20 to 19 weeks in 2020-21	⚠️
	The processing time for major planning applications improved from 94 weeks in 2019-20 to 64.6 weeks in 2020-21	⚠️
	The percentage of enforcement cases processed within 39 weeks increased from 36.2% in 2019-20 to 40.9% on 2020-21	⚠️

* The 2020 tourism estimates have not yet been published by the NI Statistics and Research Agency (NISRA) and the 2019 Local Government District (LGD) tourism data is reported.

** Waste figures remain provisional and validated figures will be published by the Department of Agriculture, Environment and Rural Affairs (DAERA) in Q3 2021-22.

Going Forward

Performance Improvement Objectives 2021-22



Every year, we are required to set performance improvement objectives for the services we provide, and to have in place arrangements to achieve these objectives. These objectives seek to address the issues which matter most to local people, and are:

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



Objective 1

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

What you will see:

- Improvements to the Council's parks, beaches and open spaces including effective visitor management arrangements
- UNESCO Global Geopark status achieved for the Mourne, Gullion, Strangford
- Five green flag awards and two green flag heritage awards for the Council's parks
- Three blue flag awards for the Council's beaches
- Five new/upgraded play parks and three new community trails



Objective 2

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

What you will see:

- 312 entrepreneurs supported with an approved Business Plan and >155 new jobs promoted through the NI 'Go For It' programme
- 12 social enterprise start-ups supported and 14 social enterprise jobs created
- 379 businesses supported and 194 jobs created through the 'NMD Growth', 'Digital Growth' and 'Tender for Growth' and 'Sales and Trade' programmes
- The social economy and fishing dependent communities benefit from inward investment and growth



Objective 3

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

What you will see:

- Increase in the number of fixed penalty notices issued and paid
- Responsible dog ownership and reduced levels of dog fouling, fly tipping and littering
- Improved opportunities to report littering, fly tipping and dog fouling
- Opportunities to engage in community clean ups and participate in the 'Live Here Love Here' campaign
- The Council achieves landfill and recycling targets
- A cleaner, greener District, with improved civic and community pride



Objective 4

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

What you will see:

- Circa £1.2m awarded to local voluntary and community groups through the Financial Assistance Scheme
- Improved and accessible training and support when applying for financial assistance
- Voluntary and community groups are supported in meeting their objectives and delivering projects across a range of themes
- Representatives from the community and voluntary sector are empowered to have a voice and shape the future of their area
- Improved community capacity and cohesion across Newry, Mourne and Down



Objective 5

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

What you will see:

- A more efficient and effective planning service
- Improved processing times for local and major planning applications
- Improved processing times for planning enforcement cases
- Reduction in the number of live planning applications and enforcement cases in the system
- An empowered and motivated workforce
- Increased confidence in the Planning system
- Sustainable development and regeneration of the District

Have your say

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

- Performance Improvement Plan 2021-22
- Assessment of Performance 2020-21

This document is available in alternative formats upon request.

For more information, contact:

Performance and Improvement
Newry, Mourne and Down District Council
O'Hagan House, Monaghan Row, Newry
Co Down, BT35 8DJ

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performance@nmandd.org

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Newry BT35 8DJ

**Oifig Dhún Pádraig
Downpatrick Office**
Downshire Civic Centre
Downshire Estate, Ardglass Road
Downpatrick BT30 6GQ



NEWRY, MOURNE & DOWN DISTRICT COUNCIL

**Minutes of Newry City Centre Regeneration Programme Board Meeting
held on Thursday 20th May 2021, 11am
MS Teams**

In Attendance:Councillors

Councillor Roisin Mulgrew - Chair
Councillor Pete Byrne
Councillor Charlie Casey
Councillor Gary Stokes
Councillor David Taylor
Councillor Gavin Malone
Councillor William Walker
Councillor Patrick Brown (non-member)

NMDDC Officials

Conor Mallon, Director of Enterprise Regeneration and Tourism
Michael Lipsett, Director of Active, Healthy Communities
Dorinnia Carville, Director of Corporate Services
Adrian Grimshaw, Project Director
Jonathan McGilly, Assistant Director Enterprise, Employment & Regeneration
Anthony McKay, Chief Planner
Andy Patterson, Assistant Director, Tourism Culture and Events
Colin Quinn, Assistant Director, Estates & Project Management
Tracie McLoughlin, PA

External Members

Damian Mulholland, Dept for Communities

Apologies:

Mr P Tamati

NCCR/69:- Apologies

Apologies received from Mr Paul Tamati

NCCR/70: Chair & Vice Chair of NCCR Programme Board 2021-2022

Noted: As previously agreed by the Programme Board, this is a rotational position.

Councillor P Byrne June 2021 – November 2021

Councillor R Mulgrew December 2021 – May 2022

Mr Mallon advised that members are nominated to the board as permanent members for the duration of the programme and if any grouping wished to change their nominated member on the board they could make that request through him in writing.

NCCR/71: Minutes of Newry City Centre Regeneration Programme Board Meeting held 13th April 2021

Agreed: It was agreed to approve the Minutes.
For noting at Strategy Policy and Resources Committee Meeting on 17th June 2021.

NCCR/72: Newry City Centre Regeneration Programme Board Workshop held on 4th May 2021

Noted: It was agreed to 'note' the Report of NCCR Programme Board Workshop held on 4th May 2021.

NCCR/73: Minutes of Albert Basin Park Project Meeting held on 11th May 2021

Noted: It was agreed to 'note' the Minutes of the Albert Basin Park Project Meeting held on 11th May 2021.

NCCR/74: Minutes of Newry City Centre Regeneration/Belfast Region City Deal Project Board Meeting held on 11th May 2021

Noted: It was agreed to 'Note' the Minutes of the NCCR/BRCD on 11th May 2021.

NCCR/75: Planning Applications for Office Development in Newry

Cllr Stokes queried why this item was on the agenda. Mr Mallon advised it was requested by Cllr Savage through the Strategic Policy and Resources Committee. Cllr Stokes said his understanding was that Cllr Savage had requested a plan B option for the location of the new civic centre. Ms. Carville confirmed the information provided had delivered on the action from SPR which was as follows " *On the proposal of Cllr Savage and Seconded by Cllr Gallagher, it was agreed that as part of the work of the programme board they investigate any private schemes going through Planning,*

particularly those that have top of the range grade A office accommodation and ensure they encompass those schemes as part of the overall thinking of the regeneration of Newry and town centres such as Downpatrick”

Cllr Casey said he welcomed this information and asked if it would be an ongoing item on the NCCR PB Agenda.

Cllr Taylor agreed and said it was important to have this information and asked for further clarity on why this information was requested. Mr Mallon advised that a request was made by Cllr Savage that information on approved office developments in Newry City was provided to the Programme board .

Cllr Byrne also agreed and said the regeneration projects need to be developed with consideration to other capital investment projects.

The Chairperson concurred and said it is important to be aware of any major plans for city development.

Cllr Taylor asked that this information be brought to the Programme Board every quarter.

Agreed: On the proposal of Councillor Taylor, seconded by Councillor Casey it was agreed that a list of planning applications for commercial development in Newry City be brought to the Newry City Centre Regeneration Programme Board Meeting each quarter.

EXEMPT ITEM – Newry City Centre Regeneration Dashboard

NCCR/76: Newry City Centre Regeneration Dashboard

Mr Grimshaw summarised the programme overview noting the various interdependencies and targeted timescales.

Cllr Stokes thanked Mr Grimshaw for the overview and in particular welcomed that tender price and cost inflation had been identified in the risks. Cllr Stokes advised he had received further correspondence from Newry Parish Council. He said that staff in Monaghan Row offices have been there longer than we'd like but the main strategic aim is to create civic pride in our city.

Cllr Stokes requests above is amended to read:

Cllr Stokes thanked Mr Grimshaw for the overview and in particular welcomed that construction inflation had been identified in the risks. Cllr Stokes advised that the Council had received further correspondence from Newry Parish Council voicing their opposition to the proposed site for the new civic centre and that one of the strategic aims of the project is to create a sense of civic pride across the District. He said that staff in Monaghan Row offices have been there longer than we'd like.

D Mulholland said the report was a useful update and asked:

- a) Will the OBC include the revised updated cost when it comes before DFC?
- b) With reference to the comments against Land Assembly/Risks – could this be amended to read “work with DFI Roads”?

A Grimshaw responded:

With regards to a) yes, the latest figures will be reflected in the OBC.

In response to b) wording can be amended.

Mr Mallon confirmed DFI Roads have advised traffic surveys could commence in June.

Cllr Brown also thanked Mr Grimshaw for the report and said that it was good to see inflation feature highly on the Risk Register. Cllr Brown said he did not think there was sufficient time between the end of the consultation in May and the submission of the OBC in June, and questioned whether consultation feedback would be included in the OBC.

Cllr Brown also queried if there had been a similar major capital project that had previously scored high in the risk register in terms of media and public opinion.

Mr Grimshaw referred to the Programme on a Page and said the OBC is an evolving process which will extend through to Full Business Case incorporating ongoing consultation.

In terms of risks, Mr Grimshaw noted in his experience it is unlikely that this project is the only project in NI that was subject to high level of media and public interest and noted it was good risk management practice to identify and manage all risks.

Noted: **Following discussion, all Members in attendance agreed to ‘Note’ the content of the Dashboard documents as presented and that Officials to amend wording on Land/Assembly Risks to read “work with DFI Roads”.**

NCCR/77: Public Information Event

Mr Mallon said as part of the stakeholder engagement strategy, members are asked to consider a public information event. It is proposed that officials work on the design and delivery of the event in June.

Cllr Stokes said if an event was held in June, it wouldn't be much turnaround time to fully consider the outcome of the public consultation and for this reason he was not in favour of a June event.

Cllr Byrne said the Programme Board agreed at the previous meeting that there would be public engagement but agrees with Cllr Stokes that there isn't sufficient time to consider the findings of the consultation and suggested a series of events and thereafter a larger public event.

Cllr Taylor also agreed that timing was too tight but welcomed a public engagement event.

Cllr Malone also welcomed a public engagement event which should include all Councillors, Newry BID and Newry 2020.

Cllr Casey concurred that timeline was a concern and said it was important that stakeholders and the community are included to ensure everyone sees the benefits of this project to the public.

The Chairperson proposed that a stakeholder engagement event be held in June for the Albert Basin Park aspect of the Project and a public information event in July for the other aspects once the consultation findings have been considered and processed. Cllr Stokes seconded and all members in attendance agreed.

Mr Mulholland said he would share the terms of reference template used for previous DFC engagement events.

Cllr Walker welcomed an engagement event and said these sessions will be important to clear up any misinformation and show public the benefits of the projects.

Mr Mulholland, Cllr Taylor, Cllr Walker and Cllr Malone also advised they have received 2 x letters from Newry Parish Council.

Agreed: On the proposal of Cllr Mulgrew, seconded by Cllr Stokes and agreed by all members in attendance, it was agreed that:

- a) A public and stakeholder engagement event be arranged in June with regards to the Albert Basin Park Project.**
- b) It is proposed that officials work on the design and delivery of a public information event on all aspects of NCCR in July**
- c) Mr Mulholland to share the terms of reference template used for previous DFC engagement events**

NCCR/78: Media & FAQs

Noted.

NCCR/79: AOB

Cllr Casey asked:

- a) Is it possible to increase the capacity size of the wedding room within the new civic hub?
- b) Have any archaeological reports been carried out on the Abbey Way site?

With regards to a) Mr Grimshaw said the team are currently reviewing this.
With regards to b) Mr Grimshaw confirmed that both a desktop exercise and exploratory trenching had been carried out and items of archaeological interest had been identified.

This concluded the business of the Meeting. The Meeting ended at 12.10pm

**For approval at Newry City Centre Programme Board Meeting 24th June 2021.
Thereafter ratified at the Strategy Policy and Resources Committee
Meeting 12th August 2021**

DRAFT

NEWRY, MOURNE & DOWN DISTRICT COUNCIL

**Minutes of Newry City Centre Regeneration Programme Board Meeting
held on Thursday 24th June 2021, 10am
MS Teams**

In Attendance:Councillors

Councillor Pete Byrne – Chair 10am – 10:05am
Councillor Gary Stokes – Chair 10:05am - end
Councillor Roisin Mulgrew
Councillor Charlie Casey
Councillor David Taylor
Councillor Gavin Malone
Councillor William Walker

NMDDC Officials

Conor Mallon, Director of Enterprise Regeneration and Tourism
Michael Lipsett, Director of Active, Healthy Communities
Dorinnia Carville, Director of Corporate Services
Adrian Grimshaw, Project Director
Jonathan McGilly, Assistant Director Enterprise, Employment & Regeneration
Anthony McKay, Chief Planner
Andy Patterson, Assistant Director, Tourism Culture and Events
Colin Quinn, Assistant Director, Estates & Project Management
Paul Tamati, Assistant Director, Leisure & Sport
Tracie McLoughlin, PA

External Members

Damian Mulholland, Dept for Communities

Also Attending - TetraTech Presentation:

Conor McGeown, Project Manager
Adrian McNaughton, Quantity Surveyor
Michael Graham, Planning
Stuart Martin, Environmental
Claire McIlwaine, Civil Engineer
Laura Duggan, Structural Engineer
Iain Adderton, Ecology
Paul Cooke
Carina Smolka, David Clarke Landscape Architect

NCCR/80:- Apologies
No Apologies.

NCCR/81:- Matters on NCCR Programme Board

Cllr Pete Byrne advised that he was relinquishing his role as co-chair representing SDLP and nominated Cllr Gary Stokes to complete co-chair for the remainder of the term.

Members in attendance acknowledged change in co-chair.

Cllr Mulgrew thanked Cllr Byrne for his role thus far and said she worked well with Cllr Byrne and looked forward to working with Cllr Stokes going forward.

Cllr Malone said he wished it to go on record his proposal that all decisions taken to date by the Newry City Centre Regeneration Programme Board are now null and void as he has been "misled by management" and been told "lies by senior management".

Cllr Mulgrew said Cllr Malone gave a very broad statement and as co-chair she did not feel she had been misled by management. She said Councillors direct senior management who have acted accordingly. Cllr Mulgrew said as a programme board member she had not been approached by Cllr Malone to discuss or clarify his concerns and said his statement was dangerous. Cllr Mulgrew asked Cllr Malone to evidence the basis for his accusation on how he has been lied to and put this in writing to the Program Board with evidence to support his claims. She further said she did not think it appropriate to turn years of work on this project based on one comment from one member and thought there was external forces in play.

Cllr Malone reiterated previous claims that senior management are telling him one version and the clergy are telling him a different version and stated that "I know who to believe".

Cllr Byrne said he understood Cllr Malone's concerns but did not agree with his proposal that all 'decisions should be void' as this Programme Board covers a wide range of key projects. He said if there are concerns on any element, these can be assessed and included on the risk register and discussed by the Programme Board. He also said that the programme board recommends reports are taken to SPR for decision and then go forward to full Council for ratification.

Cllr Byrne also confirmed that he has not felt that he has been misled by Senior Management and requested evidence of the accusation, and said if any member felt they had been misled they should follow this up through the appropriate Council procedures.

Dorinnia Carville noted the serious statement and allegation made by Cllr Malone, and reminded members of their Code of Conduct and advised Cllr Malone that he has previously made a statement to full Council Meeting on 7th April that he had been "lied to" and "misled" by senior management and he was asked at that time if he had evidence to support this claim to which he replied "yes". Cllr Malone was asked to

provide the evidence and this was also followed up by an email request from Ms Carville but no evidence has yet been received. Ms Carville advised Cllr Malone that this was a very serious accusation and asked him to provide supporting evidence and to follow the correct process if he has a concern regarding conduct of officials.

Cllr Malone asked Ms Carville not to “dictate” to him as he has a democratic mandate. He said he was very concerned that he has been misled with information that is “blatantly untrue”. Cllr Malone said he had a duty of care and asked Ms Carville not to try and stop him from fulfilling that.

Cllr Taylor said that if members had a concern it should be raised through the appropriate processes. He said that Newry achieved city status 20 years ago and the era of prosperity that was expected with this status had not been achieved to date. He hoped this Programme Board could be a positive group and help deliver these goals. He further said with hindsight, that more scrutiny could have been carried out on the detail of some aspects of the project.

Cllr Taylor encouraged Cllr Malone to be conscious and careful of public comments and allegations relating to Council and Officials as all programme board members both political and official have a private and family life outside of Council.

Cllr Casey said he was disappointed that Cllr Byrne has taken a step back from co-chairing the programme board as he behaved impeccably in his role from the beginning.

With regards to the engagement with Newry Parish representatives, Cllr Casey said he did not feel like he had been deliberately misled by Senior Management on the discussions and believed there were external influences on this matter. Cllr Casey said Cllr Malone's request that all decisions be made null and void have no merit or credence.

Agreed: It was agreed that Cllr G Stokes replace Cllr P Byrne as the co-chair on the Newry City Centre Regeneration Programme Board from the remainder of the term up to November 2021.

NCCR/82: Presentation by Tetra Tech -
Concept Design Proposal of Albert Basin Park based on the
outcome of Public Consultation

Outline Programme - Conor McGeown

Cllr Taylor said it was good to see proposals for development and asked if it was likely that phase 1 would be completed by the end of current council term in 2023.

Mr McGeown said given the elements of funding, planning and procurement it was highly unlikely to be completed by then.

Cllr Mulgrew said she welcomed the detail provided, but was conscious of providing sufficient parking provision given the previous successes and increased parking demand at other Council sites such as Slieve Gullion, Derramore, Kilbroney etc.

Cllr Casey agreed with Cllr Mulgrew on the prospect of the Albert Basin Park becoming a victim of its own success due to a lack of car parking, and said it was good that the proposals were based on public consultation, and that cost and timeline are big considerations given this project is not part of the BRCD funding request.

Cllr Byrne noted the need to manage expectations, that based on the presentation and questions responses provided, the Council do not have the ability to speed up the delivery process and the reasoning around this must be open and transparent.

Damian Mulholland agreed regarding managing expectations and noted there would be wider implications for city car parking based upon the Albert Basin Park draw. Mr Mulholland said it would be good to know how many visitors would be expected in Phase 1. He also said it is important to have community buy in before embarking on the project.

The Chairman thanked the team for the presentation and noted the Albert Basin Park site cannot be used to solve parking issues elsewhere in the city.

Budget Estimates - Adrian McNaughton

Cllr Mulgrew thanked the presenters and asked in their opinion, a) have these concept designs been derived independently and based on public opinion? b) is there any way Council can fast track the delivery?

Mr McGeown confirmed that a) the Concept Design Proposal had been a truly independent process and based on the public consultation feedback, and b) the Team have offered realistic estimates and timelines for delivery based on the site, design proposals and unknown factors such as the likely funding options available.

Mr McNaughton agreed and said the enabling works is considered a time consuming process, with circa £10m estimated against this activity, time savings could be made against this activity if there is an accessible fund ready to go.

The Chairman asked that cost breakdown referred to in the presentation be circulated to the Programme Board members following the meeting.

In relation to next steps, Mr Quinn advised that an Outline Business Case and economic appraisal would be required in advance of procuring an integrated consultant team to progress the development process.

NCCR/83: Minutes of Newry City Centre Regeneration Programme Board Meeting held 20th May 2021

Matters Arising:

NCCR/76: Exempt Item – Newry City Centre Regeneration Dashboard

Draft minute reads:

Cllr Stokes thanked Mr Grimshaw for the overview and in particular welcomed that tender price and cost inflation had been identified in the risks. Cllr Stokes advised he had received further correspondence from Newry Parish Council. He said that staff in Monaghan Row offices have been there longer than we'd like but the main strategic aim is to create civic pride in our city.

Cllr Stokes requests above is amended to read:

Cllr Stokes thanked Mr Grimshaw for the overview and in particular welcomed that construction inflation had been identified in the risks. Cllr Stokes advised that the Council had received further correspondence from Newry Parish Council voicing their opposition to the proposed site for the new civic centre and that one of the strategic aims of the project is to create a sense of civic pride across the District. He said that staff in Monaghan Row offices have been there longer than we'd like.

Cllrs Mulgrew, Byrne and Casey did not agree that Cllr Stokes proposed amendment was a true reflection of the meeting discussion.

The Chairman suggested that future meetings be recorded.

Cllr Byrne asked if the correspondence the Chairman was referring to was the first initial letter that all members are aware of and published in local media or had there been a subsequent letter regarding invitation to a meeting with the Newry Cathedral Parish representatives? The Chairman confirmed he was in receipt of a copy of a further letter from Newry Parish Council which had been addressed to the Chief Executive asking the Chief Executive to consider a Plan B for the Civic & Regional Hub site and asked Mr Mallon if he had been in receipt of this letter? Mr Mallon confirmed he has not received any letters from Newry Parish Council.

Cllr Byrne confirmed he had not received the invite letter referred to, and considered that now he had relinquished the co-chair role that he should receive letters as a member of the programme board

Cllr Malone wished it to be recorded that he did not agree that some elected members on the Programme Board had been excluded from being copied into the letter referred to by the Chairman.

Agreed: Following discussion, it was agreed:

To approve the Minutes of Newry City Centre Regeneration Programme Board Meeting held on 20th May 2021 with the exception of NCCR/76: Exempt Item – Newry City Centre Regeneration Dashboard. Cllr Stokes request to amend Item NCCR/76 was not approved and agreed that request is shown in Minutes for noting at Strategy Policy and Resources Committee Meeting on 12th August 2021.

NCCR/84: Minutes of Albert Basin Park Project Meeting held on 15th June 2021

Michael Lipsett stated that as this initial concept design and indicative costs have not yet been considered by the Council, members may wish to reconsider the previous decision to present them to the Stakeholder Forum until they have been considered by the Council's SPR Committee.

Members agreed that the concept designs presented by Tetra Tech today are included in the stakeholder engagement session scheduled for 30th June and requested that all Councillors be invited to attend the Stakeholder Engagement event.

Agreed: On the proposal of Cllr P Byrne, seconded by Cllr R Mulgrew it was agreed:

- a) To Note the Minutes of the Albert Basin Park Project Meeting held on 15th June 2021.
- b) The concept designs by Tetra Tech shown to the NCCR Programme Board are presented at the Stakeholder Engagement event scheduled for 30th June 2021 and that all Councillors are invited to attend.

NCCR/85: Minutes of Newry City Centre Regeneration/Belfast Region City Deal Project Board Meeting held on 8th June 2021

The Chairman asked if the audience capacity for the Arts Centre is 238. Mr Grimshaw confirmed it was currently 258 seated audience but there was potential for additional standing space.

The Chairman confirmed he would share the letter from Newry Cathedral Parish with the Programme Board which advised: 1. They did not wish the Civic & Regional Hub to be sited at Abbey Way, and 2. The Newry Cathedral Parish would not provide access through the cathedral gardens to link the proposed public realm area to Hill Street.

The Chairman asked how the Newry Cathedral Parish objection to the location of the Civic & Regional Hub would impact the Outline Business Case? Mr Grimshaw noted the Cathedrals feedback would be considered as part of the ongoing OBC Consultation process by the independent facilitator, and the next steps will be identified for consideration as part of that process.

The Chairman further asked if Council should write to the recipients of the OBC advising of this change in circumstance? Mr Grimshaw said the Newry Cathedral Parish stance has been widely reported in the media recently, and he considered DFC were aware of their objection.

Cllr Mulgrew said some Programme Board members were invited to meet with the Newry Parish Council and all members should've been invited. At that meeting, the carparking was discussed and concerns taken on board and refusal for garden access was advised by the NCP. Cllr Mulgrew said the Civic & Regional Hub can still work without access to the cathedral gardens and this was not an issue.

Cllr Casey concurred with Cllr Mulgrew's comments.

Cllr Taylor said we should reflect on detail of the public consultation report when available. Cllr Byrne agreed and said he is willing to work with all stakeholders including the Newry Parish Council to address their concerns, but again noted he has been excluded from meetings and correspondence and despite numerous attempts to communicate with NCP he has been unsuccessful and this was not acceptable. The Chairman said this was concerning.

Cllr Malone wished it to be recorded that he was concerned that some members had been excluded from being copied into correspondence and engagement with the Newry Cathedral Parish. Cllr Malone said his conversations with NCP had indicated they have been against the Civic & Regional Hub site at Abbey Way from the start and asked Mr Grimshaw what his recollection of his meetings with NCP were?

Mr Grimshaw noted recent allegations made against Council Officials and the prospect of an investigation into the matter, and politely declined to answer the question mindful of a potential investigation.

Mr Mulholland said the Risk Register should be updated to include that we do not have the agreement of some landowners on current proposals and that carparking should be shown as a high risk.

Noted: On the proposal of Cllr P Byrne, seconded by Cllr R Mulgrew It was agreed to 'Note' the Minutes of the NCCR/BRCD on 8th June 2021.

EXEMPT ITEM

NCCR/86: NCCR Programme Board Dashboard

Mr Mulholland suggested Council consider delaying the submission of the OBC to DFC which is expected in early July, to ensure consultation feedback and issues such as the cathedral gardens and car parking have been addressed. Mr Grimshaw indicated he would liaise with DFC, but noted works to the cathedral gardens could not be included in the OBC until such time as agreement reached with the Newry Cathedral Parish and options and solutions to the carparking issues were dependent on results from the recent car parking and traffic junction surveys and subsequent Council approval.

The Chairman said as the subject of delaying the OBC was not on today's agenda, the Programme Board would not be in a position to fully consider this suggestion.

Agreed: It was agreed to 'note' the NCCR Programme Board Dashboard.

AOB

NCCR/87: Consultation Report

Mr Grimshaw provided the programme board with a verbal summary update received by email from the independent consultation facilitators.

Agreed: It was agreed to 'note' the Consultation Report

NCCR/88: Date for Next Meeting

Members noted the next date for Newry City Centre Regeneration Programme Board is 22nd July 2021

This concluded the business of the Meeting. The Meeting ended at 12.25pm

**For approval by Newry City Centre Programme Board.
Thereafter ratified at the Strategy Policy and Resources Committee
Meeting 16th September 2021**

Report to:	Strategic Policy and Resources Committee
Date of Meeting:	16 September 2021
Subject:	Framework Document for Civil Contingencies Northern Ireland
Reporting Officer (Including Job Title):	Dorinnia Carville – Director of Corporate Services
Contact Officer (Including Job Title):	Kelly McNiff – Safety, Health & Emergency Planning (SHEP) 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 update members on the new Framework for Civil Contingencies Northern Ireland 'Building Resilience Together' document produced by the Executive Office (TEO). This document is the first product within a wider strategic programme of work setting the direction for civil contingencies strategic planning in NI.
2.0	Key issues
2.1	<i>Background:</i> Members will be aware that there are a number of regional emergency planning related protocols and reference documents in place, some of which are outdated and do not fully align to local level preparedness, response and recovery structures.
2.2	The new framework document "Building Resilience Together" is designed to work as a foundation for all governance structures and procedures across the civil contingencies structures. The framework does not alter the existing local multi agency structures both in planning and response. The new approach focuses on providing a coordinated strategic risk managed environment for civil contingencies in NI with TEO bringing together all of the partners and providing leadership and strategic direction for the management of an agreed portfolio of NI risks.
2.3	Presentations on the draft framework were delivered by TEO to the Civil Contingencies Group NI on the 26th March and 30th June 2021, and a detailed update provided to SOLACE in June 2021. A workshop was facilitated on the 13th May 2021 for NI Emergency Preparedness Group (NIEPG) members to ensure a clear understanding of the prepare, respond and recover phases in addition to any changes that may impact local government and other partners working at a local or sub regional level.
2.4	Civil Contingencies Policy Branch in The Executive Office (TEO) are responsible for the management and dissemination of this Framework.

2.5	<p>Outline of Framework</p> <p>The purpose of the NI Civil Contingencies Framework is to set out the Northern Ireland arrangements for effective emergency management, identifying the processes involved in preparing for, responding to and recovering from an emergency. It is not prescriptive in terms of the incidents it outlines but provides generic guidance for all types of emergencies. It is complementary to the Civil Contingencies Act of 2004 and provides tools to those responsible for drawing up emergency plans. It draws upon best practice and lessons learned from previous emergencies, both within Northern Ireland and from UK, Republic of Ireland (ROI) and global experiences.</p>
2.6	<p>The Framework is not a legislative document but provides regional cohesion to the civil contingencies' agencies by common acceptance of its principles and guides and should be used in conjunction with individual organisations' emergency plans.</p>
2.7	<p>The new framework document is designed to work as the foundation stone for all governance structures and procedures in the NI civil contingencies arena. It is based on 3 principles of transparency, accountability and cohesion. More detail on content of the Framework is attached in Appendix 1.</p>
2.8	<p>The Framework can be accessed at: https://www.executiveoffice-ni.gov.uk/publications/northern-ireland-civil-contingencies-framework</p>
2.9	<p>Next steps:</p> <ul style="list-style-type: none"> • Further work required to ensure local emergency planning documentation and arrangements to ensure they are fully aligned to the Framework and will be led by the Northern Ireland, Belfast, Northern and Southern Emergency Preparedness Groups. • Training and familiarisation on the Framework is to be arranged by TEO in the forthcoming months and councils will be fully engaged within these arrangements. • Subsequent review and update of NMDDC emergency planning documentation and arrangements by the NMDDC EPIG and SHEP section.
3.0	Recommendations
3.1	<p>SPR Committee considers and notes the Framework for Civil Contingencies Northern Ireland 'Building Resilience Together' document.</p>
4.0	Resource implications
4.1	<p>None to note.</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	<p>Due regard to Rural Needs (please tick all that apply)</p>
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	<p>Appendices</p>
	<p>Appendix 1 – Overview of NI Civil Contingencies Framework: Building Resilience Together</p>
8.0	<p>Background Documents</p>
	<p>None</p>

Overview of NI Civil Contingencies Framework: Building Resilience Together

The Framework merges, and will ultimately replace, eight existing protocols and guideline documents (which are set out below) into one; whilst modernising the language and providing commonality of structures.

- NI Central Crisis Management Arrangements (NICCMA) 2016
- NI Guide to Plan Preparation 2002
- A Guide to Emergency Planning Arrangements in NI September 2011
- Escalation of the Multi-Agency Response 2016
- CCG (NI) Protocol For Multi-Agency Co-ordination Of Local Level Response and Recovery 2016
- Vulnerable People protocols.
- Protocol for the Collaborative Communications Process 2016
- Guide to Risk Assessment in NI – January 2010

The new framework has been formatted to make it a simple to follow guide for both new and experienced civil contingencies practitioners. It takes the reader through the key processes in a logical order of prepare, respond and recover. The document up front sets the scene, amalgamating the NI context into the wider JESIP (Joint Emergency Services Interoperability Programme) programme.

The document explains the NI context of the mandated parts of the Civil Contingencies Act 2004 and sets out the arrangements for delivering a common sense, practical approach to integrated civil contingencies planning and response in the absence of secondary legislation at this juncture.

It outlines the unified approach to resilience, by linking together the pre-emptive work done at local government; council and police district level, to the NI Executive. This is again a first in terms of linking structures cohesively and transparently towards the one joint aim of building resilience together. It draws together a best practice template for the readers in what good resilience might look like. It provides clarity of role for each level of building resilience and will join those together in a joint exercising and training plan, once future work is completed on the NI Risk Register. The development of an NI wide exercise and training calendar for civil contingencies is an essential next step to allow for consistency and added value across all partner organisations.

The response phase is where the greatest change has happened. It draws heavily on lessons learned and seeks to offer practical solutions to working in partnership across the response phase. It makes the activation and escalation of multi-agency collaboration an accountable and transparent process and builds upon best practice already in place at the local level. It reminds lead government departments of their responsibilities, and whilst not mandated to run Strategic Co-ordination Groups, it offers realistic options for aiding joint understanding by co-ordinating activity in partnerships. The paper explains how resilience structures can become operational immediately, in response to a crisis; a lesson implemented successfully during the COVID response with CCG (O) and the NIEPG taking on operational roles. The role of the NIHUB in a civil contingency crisis is also explained. It links the, now understood and

successfully implemented, escalation and de-escalation process to the wider tiers of civil contingency management across Northern Ireland.

There follows a chapter on the Recovery phase; the least well-rehearsed phase of all global disasters. The chapter provides consistency of message by showing how de-escalation can work, what constitutes a recovery group and how it can work initially in parallel with the respond phase before it becomes the only active phase. This fulcrum is one of the most commonly misunderstood points of a civil contingency response; how to disengage neatly whilst maintaining shared understanding of ongoing and potentially long-term issues. It provides templates for good practice in maintaining collaboration until the point that life has returned to normal. It provides a glide-path to stepping down from the recovery phase and turning the civil contingencies structures back to the beginning of the cycle; prepare. It builds upon the recovery elements in local government ensuring they remain supported by maintaining shared situational awareness for as long as is necessary.

The final chapters consider special cases such as; vulnerable people, media and communication, and finish with a clear definition of governance in the Northern Ireland context. Good record keeping procedures, of both financial and operational plans, are outlined to ensure transparency for any public enquiries that follow-on from a crisis. It also requires the formal adoption of a lessons learned process that then enables the; review, amend, test and exercise parts of the prepare phase to begin all over again; ensuring that operational knowledge and experience is maximised while it is fresh. This iterative process also means that this Framework itself can be amended quickly with new lessons, and routinely checked for validity, if processes should change, thereby future-proofing the document for the long-term.

The Framework document is supported with a number of detailed appendices, which bring together the information originally in some of the existing protocols. By providing templates and clear guidance in these appendices they support the overall principles of the Framework in improving transparency, cohesion and accountability.

The simplicity of this document is in itself a useful tool for those who need a quick guide to enable them to move quickly to a civil contingency response. It is one source of knowledge in outlining the co-operative approach to problem solving in a crisis.

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	16 September 2021
Subject:	Sickness Absence
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	For noting only	x
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1.0	Purpose and Background
1.1	The purpose of this report is to provide members with a year-on-year comparison of sickness absence within Newry, Mourne and Down District Council for the 12-month period ending 30 June 2021, compared with the same period the previous year.
2.0	Key issues
2.1	For the twelve-month period ending 30 June 2021, days lost due to sickness decreased by 15.34%, compared with the previous year.
2.2	The number of days lost due to coronavirus during this twelve-month period was 577.
2.3	All Directorates experienced a year on year decrease in short term absences and only one directorate experienced an increase in long term absence.
2.4	223 employees were furloughed during all or part of this period, and approximately 318 employees were working from home.
3.0	Recommendations
3.1	To note the contents of this report.
4.0	Resource implications
4.1	As detailed in Section 2 of this report (Key Issues)
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> <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 <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 type="checkbox"/></p>
7.0	Appendices
	None
8.0	Background Documents
	None