

March 11th, 2021

Notice Of Meeting

You are invited to attend the Strategy Policy and Resources Committee Meeting to be held on **Thursday, 11th March 2021 at 6:00 pm in Microsoft Teams.**

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

Chair: Councillor G Sharvin

Vice Chair: Councillor O Hanlon

Members: Councillor P Brown

Councillor P Byrne

Councillor S Doran

Councillor C Enright

Councillor H Gallagher

Councillor R Howell

Councillor A Lewis

Councillor H McKee

Councillor O Magennis

Councillor D Murphy

Councillor B Ó Muirí

Councillor M Savage

Councillor W Walker

Agenda

1.0 Apologies & Chairperson's Remarks

2.0 Declarations of Interest


3.0 Action Sheet arising from SPR Committee Meeting held on 11 February 2021

 *SPR-Action Sheet arising from 11 February 2021.pdf*

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Corporate Services

4.0 Draft Performance Improvement Objectives 2021-22

 *SPR Cover Report Performance Improvement Objectives.pdf*

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 *App 1 Draft Performance Improvement Objectives 2021-22.pdf*

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 *App 2 Development of the Performance Improvement Plan 2021-22.pdf*

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For Noting

5.0 Minutes of Newry City Centre Regeneration Programme Board Meeting held 2nd March 2021

 *Minutes of Newry CCR PB Meeting - 02.03.2021.pdf*

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

6.0 Draft Health & Safety Policy

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.

 *Final Draft NMDDC HS Policy_.pdf*

Not included

 *Appendix - NMDDC HS Policy Draft Feb 2021.pdf*


Not included

7.0 Progress Report – Information Strategy Working Group

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.

 ***Information Strategy Project Update.pdf*** ***Not included***

 ***Copy of Information Strategy Action Plan Mar 2021.pdf*** ***Not included***

8.0 Terms and Conditions for Staff working at Warrenpoint Port

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.

 ***Terms Conditions - Warrenpoint Port.pdf*** ***Not included***

9.0 Planning Advisory Consultant

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.

 ***Planning Advisory Consultant.pdf*** ***Not included***

 ***Appendix 1 Planning Improvement Plan Update February 2021 (final) (002).pdf*** ***Not included***

 ***Appendix 2 - Business Case - Planning Consultant.pdf*** ***Not included***

10.0 Career Break Scheme

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


 ***Career Break - SPRC 11 March 2021.pdf*** ***Not included***

 ***Career Break Scheme (12-20).pdf*** ***Not included***

11.0 Professional Fees for Officers

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 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.

 *Professional Fees - SPRC 11 March 2021.pdf* **Not included**

 *Professional Fees for Officers (01-21).pdf* **Not included**

12.0 Local Government Staff Commission - Dissolution Funding & Continuing Operations 2021/2022

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.

 *LGSC Report.pdf* **Not included**

 *mx2300nmandd.org_20210225_192528.pdf* **Not included**

13.0 Terms and Conditions Update

This item is deemed to be exempt under paragraph 3 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.

 *SPRC 11 March 2021 Terms and Conditions Update.pdf* **Not included**

 *Appendix 1 - JTUS Resources Submission.pdf* **Not included**

 *Appendix 2 Job Description - Trade Union Coordinator BCC.pdf* **Not included**

14.0 Request to carry over leave - M Ward (Verbal)

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.

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

15.0 Wide Area Network (WAN) Contract Settlement

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.

 ***BT WAN Dispute Settlement - Report to SPR (002).pdf***

Not included

16.0 Strategic Finance Working Group Action Sheet - 18 February 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 18 2 2021.pdf***

Not included

Invitees

Cllr Terry Andrews

Mr Alan Beggs

Ms Kate Bingham

Cllr Patrick Brown

Cllr Robert Burgess

Cllr Pete Byrne

Mrs Dorinnia Carville

Cllr charlie casey

Cllr William Clarke

Cllr Dermot Curran

Cllr Laura Devlin

Mr Eoin Devlin

Ms Louise Dillon

Cllr Sean Doran

Cllr Cadogan Enright

Cllr Aoife Finnegan

Cllr Hugh Gallagher

Cllr Mark Gibbons

Cllr Oonagh Hanlon

Cllr Glyn Hanna

Cllr Valerie Harte

Cllr Roisin Howell

Mr Colum Jackson

Miss Veronica Keegan

Mrs Sheila Kieran

Cllr Mickey Larkin

Cllr Alan Lewis

Mr Michael Lipsett

Mrs Regina Mackin

Cllr Oonagh Magennis

Mr Conor Mallon

Cllr Gavin Malone

Cllr Cathy Mason

Mr Johnny Mc Bride

Colette McAteer

Cllr Declan McAteer

Cllr Leeanne McEvoy

Cllr Harold McKee

Patricia McKeever

Cllr Karen McKevitt

Cllr Andrew McMurray

Catrina Miskelly

Mr Colin Moffett
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Mr Ken Montgomery
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Cllr Roisin Mulgrew
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Cllr Declan Murphy
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Cllr Barra Ó Muiri
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Mr Fearghal O'Connor
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Linda O'Hare
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Cllr Gerry O'Hare
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Cllr Kathryn Owen
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Colin Quinn
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Cllr Henry Reilly
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Ms Alison Robb
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Cllr Michael Ruane
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Cllr Michael Savage
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Mr Kevin Scullion
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Cllr Gareth Sharvin
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Donna Starkey
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Cllr Gary Stokes
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Sarah Taggart
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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) – T H U R S D A Y 15 OCTOBER 2020

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/160/2020	Request to use Monaghan Row	It was agreed to proceed with reviewing the accommodation at Monaghan Row to determine if there is any current/future office space that could be used by the Trust and for officers to continue to liaise with the Trust on the assumption of receiving a commercial rent for the letting of office space	C Quinn	Trust have advised no immediate occupation, but remains under consideration.	N

ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – T U E S D A Y 1 D E C E M B E R 2020

SPR/185/2020	Trade Union Dispute/Terms and Condition of Employment	<p>It was agreed to approve the following recommendations:</p> <ul style="list-style-type: none"> • That Members note the discussions which had taken place as set out in Appendices 1-4. • That Members approve, in principle, for ratification at full Council, the MS proposal which would mean all Drivers and Loader/Operatives move onto the same JD with effect from 1st December 2020; based on the previously evaluated legacy Newry and Mourne District Council job descriptions LGV category C Driver (post 126) and Refuse Loader (post 189). The material impact of this would be that Refuse Operatives from the former Down Council will move from Scale 2 to Scale 3 and Refuse Drivers from the former Down Council will move from Scale 3 to Scale 4. Those working in the former Newry and Mourne Council area are already employed on Scale 3 & 4 respectively. This will be agreed without prejudice to further discussions/negotiations in relation to the legal standing of the Down District Council Single Status Agreement. • That Members agree, in principle, to make available the necessary resources through paid release; to support the delivery of the agreed programme of work to the end of March 2021 relating to negotiations on Terms and Conditions; which will be brought back through SPRC. 	D Carville/ M Ward	Matters relating to Trade Union dispute agreed at Special Council meeting 17 February 2021.	Y
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ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – T H U R S D A Y 11 FEBRUARY 2021

SPR/019/2021	Action Sheets of the Strategy, Policy and Resources Committee Meetings held on 14 January 2021. (SPR/003/2021 – Letter to Health Minister Mr Swann and contact with PHA)	It was agreed that the action sheet from the Strategy, Policy and Resources Committee Meetings held on 14 January 2021 be approved. 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 D Carville	Approved To update members	Y N
SPR/020/2021	Report on Notice of Motion - Impact of misogyny and transmisogyny.	It was agreed that Council agree to the following recommendations: 1. Council to write to the Minister of Justice for Northern Ireland highlighting Council's support of the Motion and the Raise Your Voice Campaign; 2. Council to raise awareness of the Raise Your Voice Campaign through: • Placing 'Raise Your Voice' posters in Council properties; • Training for Elected Members and employees; • DEA Coordinators to undertake a community focused programme to support the Raise Your Voice Campaign.	R Mackin	Agreed	Y
SPR/021/2021	Report on Notice of Motion – Government of Ireland Act	It was agreed that Council consider and agree to the following: • The Equality and Good Relations Reference Group be the vehicle for discussion of the issues raised within the Notice of Motion and that this be included as a standing item on the agenda for future meetings of the Councillors' Equality and Good Relations Reference Group.	R Mackin	Agreed	Y
SPR/022/2021	Report on Notice of Motion – Northern Mutual	It was agreed to allow officers time to consider the matter, review the resource implications and the legalities of the Northern Mutual Bank and bring back to SPR for further discussion.	D Carville/K Montgomery	Agreed	N

SPR/023/2021	Scheme of Allowances	It was agreed that Members approve the updated Scheme of Allowances and following approval, upload of the Scheme of Allowances to Council website.	D Carville	Approved	Y
SPR/024/2021	Schedule of Meetings 2021/22	It was agreed that Members consider and agree the schedule of meetings including the amendments on the following dates: <ul style="list-style-type: none"> • Mock Annual Meeting – Wednesday 26th May 2021 at 2pm • Annual Meeting – Monday 1st June 2021 at 6pm • SPR – Wednesday 16th March 2022 at 6pm • AHC – Wednesday 20th April 2022 at 6pm • NS – Thursday 21st April 2022 at 6pm 	D Carville	Agreed	Y
SPR/025/2021	Minutes of Newry CCR PB Meeting – 02.02.2021.	It was agreed to note the contents of the minutes.	D Carville/ C Mallon	Noted	Y
SPR/026/2021	Sickness Absence	It was agreed to note the contents of report.	L Fitzsimons	Noted	Y

ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2014					
SPR/027/2021	OBC Consultation – Public Survey Questionnaire	<p>It was agreed that Elected Members consider the contents of the report and approve the Public Survey Questionnaire for use to include:</p> <p>The features question replaced with a numeric scale 1-5 with respondents asked to rank how they view the importance of each feature.</p> <p>The benefits question to be replaced by a scale of respondents ranking the extent to which they agree or disagree with each benefit.</p> <p>Budget costs be inserted for each project with those grant funded identified as such.</p> <p>Each of the projects to be ranked in order of preference.</p> <p>The term Civic Hub to be changed to Civic Hub/Council Offices.</p> <p>Responses also invited in letter form by email and post.</p>	C Mallon	Approved	Y
SPR/028/2021	Tender for Occupational Health Services.	<p>It was agreed to approve the request to invite tenders for Occupational Health services for a two-year period with the option to extend twice by mutual agreement for a total of 4 years at anticipated cost as outlined on the officer's report.</p>	L Fitzsimons	Approved	Y
SPR/029/2021	Easement over Council lands at Glen Hill/Watson's Rd, Newry.	<p>It was agreed that Elected Members approve the grant of an easement at Watson's Rd/Glen Hill on the following conditions:</p> <ol style="list-style-type: none"> 1. Payment of the market value for the grant of the easement, as assessed by Council's appointed valuer, together with reasonable valuation and legal costs. 	F O'Connor	Approved	Y

SPR/030/2021	The Boat House, Warrenpoint	It was agreed that Elected Members agree to move forward with option 3 listed in the officer's report – Council renews the Lease of the Boat House with The Hall Estate for a further 5year term at a market rental value agreed by Council's valuer and then sublets The Boat House to The Carlingford Lough Curragh Club for a peppercorn rent, subject to Departmental approval. The Carlingford Lough Curragh Club to be responsible for Council's valuation fees.	F O'Connor	Approved	Y
SPR/031/2021	Legal Advice on Judicial Review Challenge Against SE Trust	It was agreed to send this detail to the Health Working Group and that Council write to the Trust highlighting the concerns as outlined in the officer's report and seeking confirmation as to the review mechanisms in place and the timescale for revisiting these decisions.	F O'Connor	Agreed	Y
SPR/032/2021	Surplus Asset Update	<p>It was agreed that Elected Members note the content of the report and attached Appendix A – D.</p> <p>Members agreed to approve the following:</p> <ul style="list-style-type: none"> • 5 Ballynoe Road, Downpatrick. Having secured outline planning approval for 4No housing units, obtain an updated valuation of the asset and re-commence discussions with NIHE for the associated disposal for social housing provision. • Lands at former Station Road Play Area, 72 Station Avenue, Castlewellan. To add to the Surplus Asset Registrar and retain the asset in Council ownership until after the review for the new Area Plan has concluded. • Lands at the former Play Area at Latt Villas, Latt Road, Mullaghglass, Newry. To add to the Surplus Asset Registrar and commence the D1 process, subject to confirmation from our legal department that there are no restrictions preventing its disposal. Valuation of asset to be undertaken. • Lands at Lismore Park Playing Fields, Crossmaglen. To extend the deadline of the closure of the D1 process by 4 months to 11th June 2021 to enable the Crossmaglen Rangers/DTNI to undertake their feasibility studies and submit a Business Plan to Council. • Town Hall, Newry St., Kilkeel. To extend the deadline of the closure of the D1 process by 1 month to 8th April 2021 to enable the KDA/DTNI to complete the feasibility studies and submit a Business Plan to Council. 	C Quinn	Approved	Y

SPR/033/2021	PHA Covid-19 Testing Facility at Albert Basin, Newry.	<p>It was agreed that Elected Members approve the following:</p> <p>Not to trigger the termination clause within the lease agreement with PHA after the initial 3 months (31st March 2021) and that the lease remains in place for the 6 months period up until 30th June 2021.</p> <p>Officers to continue to liaise with the PHA and monitor the demand for the testing facility, with a further report to SP&R Committee prior to the end of the 6-month lease period, if a further period is requested by the PHA.</p>	C Quinn	Approved	Y
SPR/034/2021	NICTS Short-term Accommodation Request.	<p>It was agreed that Elected Members approve the following:</p> <ul style="list-style-type: none"> The Sean Hollywood Arts Centre to be considered for short-term accommodation for NICTS to undertake the selection of jury panels during identified dates during April and May 2021 (3 days each month). Officers proceed to commence negotiations with NICTS on the associated legal agreement between both parties. A further report to be brought back to SP&R Committee in late summer 2021 if there is a need to extend the legal agreement after the summer recess. This would only be considered if the current Covid restrictions remain in place. 	C Quinn	Approved	Y
SPR/035/2021	Strategic Finance Working Group Action Sheet – 4 February 2021.	It was agreed to note the contents of the Strategic Finance Working Group Action Sheet – 4 February 2021.	D Carville	Noted	Y
SPR/036/2021	Management Accounts To 31 December 2020	It was agreed to note the content of the officer's report.	D Carville	Noted	Y

END

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	11 March 2021
Subject:	Draft Performance Improvement Objectives 2021-22
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 (NI) Act 2014 sets out a General Duty of Improvement for local government, whereby all District Councils are required to put in place arrangements to secure continuous improvement in the exercise of their functions. Each financial year, Councils are also required to set performance improvement objectives for the services they provide. These objectives can span more than one year, with intermediary milestones, which must be reviewed annually.</p> <p>In 2017-18, the Council set five performance improvement objectives which were directly aligned to community planning outcomes and corporate priorities, and were carried forward to 2018-19 and 2019-20. These objectives have now been reviewed and updated within the context of the Corporate Plan 2021-23 and the following 'proposals for improvement' which were put forward by the NI Audit Office in 2019:</p> <ul style="list-style-type: none"> • 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. • 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.
2.0			Key issues
2.1			<p>The guidance issued by the Department for Communities states that performance improvement is more than just quantifiable gains in service output or efficiency, or in the internal effectiveness of an organisation. Improvement should focus on activity that enhances the sustainable quality of life and environment for communities.</p> <p>Councils should therefore frame improvement objectives so as to bring about improvement in at least one of the following specified aspects of improvement:</p>

	<ul style="list-style-type: none"> • Strategic effectiveness • Service quality • Service availability • Fairness • Sustainability • Efficiency • Innovation
2.2	<p>Councils should also determine their objectives for improvement based on critical self analysis, taking account of a wide range of evidence. All improvement objectives should relate to improving the functions and services to citizens, and be:</p> <ul style="list-style-type: none"> • Legitimate • Clear • Robust • Deliverable • Demonstrable
2.3	<p>The proposed performance improvement objectives for Newry, Mourne and Down District Council are outlined in Appendix 1:</p> <ol style="list-style-type: none"> 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
2.4	<p>Councils are required to consult and engage a range of stakeholders, including citizens, businesses and partner organisations on the performance improvement objectives. The proposed eight week consultation programme will run from 15 March-10 May 2020 and will consist of the following elements:</p> <ul style="list-style-type: none"> • Electronic survey published on the Council's website and social media channels, and circulated to internal and external stakeholders • Public advertisements in local newspapers • Engagement with DEA Forums and Section 75 groups, through Youth Councils and Older People's Forum <p>Consultation feedback will inform the final objectives which form part of the Performance Improvement Plan 2021-22. An overview of the overall approach to develop and publish the Performance Improvement Plan by 30 June 2021, in line with statutory requirements, is outlined in Appendix 2.</p>

2.5	Delivery plans for each performance improvement objective will also be developed. These plans will demonstrate, in practical terms, how the Council will manage the effective delivery of each objective. Objective Delivery Plans are dynamic and will be reviewed and updated on a continuous basis, in order to ensure the Council has the necessary resources and processes in place to support the delivery of each objective.
3.0	Recommendations
3.1	To consider and agree: <ul style="list-style-type: none"> • The five draft performance improvement objectives 2021-22, as outlined in Appendix 1 • The proposed approach and timetable for publishing the Performance Improvement Plan 2021-22, by 30 June 2021, as outlined in Appendix 2
4.0	Resource implications
4.1	The development and publication of the Performance Improvement Plan 2021-22 will be delivered within existing resources.
5.0	Equality and good relations implications
5.1	<p>The draft performance improvement objectives 2021-22 have been equality screened and it is recommended that they are not subject to an equality impact assessment (with no mitigating measures required).</p> <p>In relation to the proposed eight-week consultation process, whilst the Council's Equality Scheme commits to holding consultation exercises relevant to the statutory duties for a minimum of twelve weeks, it also sets out exceptional circumstances where the twelve weeks may not apply. In this instance, it is proposed that the Council implements an eight-week consultation process in order to ensure the deadline for publishing the Performance Improvement Plan 2021-22 by 30 June 2021 is met.</p> <p>It should also be noted that the performance improvement objectives 2021-22 have been developed based the content of existing strategies, including the Corporate Plan 2021-23, which have been informed by a robust and reliable quantitative and qualitative evidence base, including the COVID-19 consultation in 2020.</p>
6.0	Rural Proofing implications
6.1	A Rural Needs Impact Assessment has been carried out and there are no rural proofing implications contained within this report.
7.0	Appendices
	<p>Appendix 1 – Draft Performance Improvement Objectives 2021-22</p> <p>Appendix 2 - Overall approach and timetable for developing and publishing the Performance Improvement Plan 2021-22</p>
8.0	Background Documents
	<ul style="list-style-type: none"> • Performance Improvement Plans 2017-18, 2018-19 and 2019-20

Newry, Mourne and Down District Council

Consultation on the
draft Performance Improvement
Objectives 2021-22



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

Our Duty of Improvement

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

The Council is required to set performance improvement objectives for the services it provides on an annual basis, and to have in place arrangements to achieve these objectives. Each performance improvement objective must bring about improvement in at least one of the following aspects of improvement:

- Strategic effectiveness
- Service quality
- Service availability
- Fairness
- Sustainability
- Efficiency
- Innovation

Improvement for Councils should focus on enhancing the sustainable quality of life for ratepayers and local communities, and each objective should be clearly linked to the community planning outcomes for the District.

The draft performance improvement objectives 2021-22 for Newry, Mourne and Down District Council are aligned to the following regional and local plans which influence the overall direction of travel of the organisation, and have been developed based on extensive consultation with key stakeholders:

- Draft Programme for Government
- Newry, Mourne and Down Community Plan
- Newry, Mourne and Down District Council Corporate Plan 2021-23
- Thematic Plans and Strategies, including the Tourism Strategy, Regeneration and Economic Development Strategy and Play Strategy

Once agreed, the performance improvement objectives 2021-22 will be published in the annual Performance Improvement Plan. This plan will provide more detail about what we want to improve, how we will deliver improvements, how our performance will be measured and what improvements stakeholders will experience as a result of our activity.







Our draft 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**

These objectives have been selected based on the following criteria:

- Does the objective support the delivery of the Programme for Government, Community Plan and Corporate Plan 2021-23?
- Do the objectives demonstrate improvement in at least one of the seven aspects of improvement? (strategic effectiveness, service delivery, service availability, fairness, sustainability, efficiency, innovation)
- Are the objectives SMART? (specific, measurable, achievable, realistic, timebound)
- Are the resources in place to deliver the objective? (financial, human, leadership, skills, knowledge, governance, risk)
- Are the objectives based on robust and reliable evidence and will they make a visible difference in the local area?
- How well are we performing?

Legend:

Status		Trend	
	Target or objective achieved / on track to be achieved		Performance has improved
	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

*It should be noted that the performance information contained in the 'Looking Back' section of this report may be subject to change when the results are verified and reported through the Assessment of Performance 2020-21 in September 2021.

Community Plan for Newry, Mourne and Down

The Community Plan has been developed and agreed by the Community Planning Partnership Board. Entitled 'Living Well Together', the Community Plan provides a framework for collaborative working to deliver positive change for our communities, and sets out the following long term overarching vision for the District:

'Newry, Mourne and Down is a place with strong, safe and vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs'.

Through the Community Plan, the following five positive outcomes have been identified:

Our Outcomes

These are the positive outcomes we all wish to see in our community.









Newry, Mourne and Down District Council Corporate Plan 2021-23

The Corporate Plan 2021-23 sets out the strategic direction of the organisation over the next two years. It ties together a number of plans and strategies that will enable the Council to achieve the following mission and eight strategic objectives. The Corporate Plan will also contribute the achievement of the overarching vision and outcomes within the Community Plan.

Council Mission Statement

'To support and advocate for a welcoming District which is progressive, healthy and sustainable, providing better economic, environmental and social outcomes for all'.

Council Strategic Objectives

 <p>Invest in and support new and growing businesses, job creation and employment skills</p> <p>We will facilitate investment by new and growing businesses while contributing to the further development of workforce skills to retain existing and attract new industries.</p>	 <p>Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities</p> <p>We will help to reduce health inequalities and improve the quality of life for all by contributing fully to programmes, services, facilities and amenities.</p>
 <p>Enhance, protect and promote our environment</p> <p>We will contribute to tackling climate breakdown and reducing harmful impacts on the environment while enabling residents and visitors to enjoy our rich natural and built heritage.</p>	 <p>Support sustainable forms of tourism which value our environment and cultural heritage</p> <p>We will support and advocate for increased investment and development in tourism which promotes our unique assets and increases visitor satisfaction and spend.</p>
 <p>Enable and support people to engage in inclusive and diverse activities in their communities</p>	 <p>Promote the revitalisation of our city, towns, villages and rural communities</p>

<p>We will encourage people to play an active part in civic life in all its forms and develop the capacity of communities, particularly those in greatest need, to attract the right support to address needs and sustain valued projects and facilities</p>	<p>We will work with residents, businesses and our partners in regeneration to further develop desirable places to live, work, invest in and visit across the District.</p>
<p style="text-align: center;"></p> <p style="text-align: center;">Provide accessible, high-quality and integrated services through continuous improvement</p> <p>We will build a high performing Council, fit for the future, that delivers efficient and effective services for the benefit of all</p>	<p style="text-align: center;"></p> <p style="text-align: center;">Advocate with others for the benefit of all people of the District</p> <p>We will lobby and campaign with government and others to attract investment, develop modern infrastructure across the District, address needs and improve the quality of life for all.</p>

Your voice, your choice!

Newry, Mourne and Down District Council is inviting you to put forward your views on the draft performance improvement objectives 2021-22. We are keen to ensure that our performance improvement objectives have a positive impact on the quality of life of all stakeholders across the District, including citizens, local businesses, partner organisations in the statutory, voluntary and community sectors, employees and Elected Members.

A questionnaire has been included on page 18 of this document for all stakeholders to complete and return to:

Email: performance@nmandd.org
 Address: Community Planning and Performance
 Newry, Mourne and Down District Council
 O'Hagan House, Monaghan Row
 Newry, Co Down
 N. Ireland, BT35 8DJ

The questionnaire is also available on our website and social media channels, through the link below.




<https://www.newrymouredown.org/performance>

Alternatively, if you prefer to provide comments in person, please contact us on:
 Tel: 0330 137 4000
 Email: performance@nmandd.org

The closing date for responses is: 10 May 2021.

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

<p>Why this matters</p>	<p>You told us that:</p> <ul style="list-style-type: none"> • The impact of COVID-19 on mental health and well-being is one of your top concerns • To alleviate the impact of COVID-19, the Council should provide well maintained parks and green spaces • ‘Improving people’s health and wellbeing (and reducing health inequalities)’ is your second highest priority for improvement • Over the past two years, investment in local community projects, such as parks, has become more important to you <p>The COVID-19 pandemic has reinforced the strong correlation between healthy lifestyles and outdoor recreation. Since the lockdown restrictions eased in May 2020, the Council’s greenways and blueways have become increasingly popular, providing excellent opportunities for people of all ages and abilities to lead healthy and active lives whilst enjoying the natural beauty of our District.</p> <p>However, high visitor numbers can put pressure on parks and open spaces, particularly in relation to car park congestion, littering, irresponsible behaviour and general wear and tear on the environment. Promoting good visitor management will enhance the quality of the Council’s parks and open spaces, ensuring they are welcoming, safe and well maintained places to encourage local people to be active and healthy.</p>	
<p>Looking Back: What we did in 2020-21</p>		<p>New counter system being installed at forest parks</p>
		<p>3 ‘blue flag’ beaches and 4 ‘green flag’ parks</p>
<p>Looking Forward: What we will do in 2021-22</p>		<ul style="list-style-type: none"> • Continue to develop the district’s bid to achieve UNESCO Global Geopark designation • Invest in walking trails at Kilbroney Park and Rostrevor Forest, new visitor facilities at Tyrella beach and outdoor performance and interpretive improvements at Slieve Gullion Forest Park • Explore options to install a visitor counter system at Delamont Country Park • Promote good visitor management across all Council parks and open spaces • Retain green flag accreditation for Kilbroney Park, Slieve Gullion Forest Park, Warrenpoint Municipal Park and Newry Canal and heritage accreditation for Warrenpoint Municipal Park • Apply for green flag accreditation for Delamont Country Park and heritage accreditation for Newry Canal

	<ul style="list-style-type: none"> Retain blue flag accreditation for Cranfield, Murlough and Tyrella beaches Build five new play parks and upgrade one existing play park 					
How we will measure success	2017-18 Actual	2018-19 Actual	2019-20 Actual	Status Trend	Q1/Q2/Q3 2020-21 Actual	2021-22 Target
Number of recorded visits at:						
Kilbroney Park*	447,616	453,704	454,848	△	Data incomplete	No targets set
Slieve Gullion Forest Park*	341,888	253,376	366,444	△		
Carlingford Lough Greenway**	-	40,219	73,138	△		
Warrenpoint Municipal Park	-	-	205,126	-	78,726	35,000
Number of parks with green flag accreditation	2	3	3	▶	4	5
Number of parks with green flag heritage accreditation	-	-	-	-	1	2
Number of beaches with blue flag accreditation***	3	3	3	😊	2	3
Number of new/upgraded play parks****	-	17	9	▽	0	6
What you will see by March 2022	<ul style="list-style-type: none"> Improvements to the Council's parks and open spaces, including effective visitor management arrangements UNESCO Global Geopark status achieved for the Mournes, 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 Six new/upgraded play parks 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities Support sustainable forms of tourism which value our environment and cultural heritage 					
Community Plan	<ul style="list-style-type: none"> All people in Newry, Mourne and Down enjoy good health and wellbeing All people in Newry, Mourne and Down benefit from prosperous communities 					
Programme for Government	<ul style="list-style-type: none"> We all enjoy long, healthy, active lives People want to live, work and visit here 					
7 aspects of improvement	Strategic effectiveness	Service quality	Fairness	Innovation		
Responsible Officer	Director: Enterprise, Regeneration and Tourism					

*Number of recorded visits at Kilbroney Park and Slieve Gullion Forest Park are for the calendar years of 2017/2018/2019. 2020-21 visitor data is incomplete as a new counter system is being installed.






**2018-19 visitor numbers for the Carlingford Lough Greenway covers the period September 2018-March 2019.

***Whilst blue flag accreditation was awarded for the Council's three beaches in 2020-21, lifeguard services are not being offered at Murlough beach due to COVID-19 restrictions.

****There were no new or upgraded play parks in 2020-21 due to the COVID-19 pandemic.

Performance Improvement Objective 2

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

<p>Why this matters</p>	<p>You told us that:</p> <ul style="list-style-type: none"> • The impact of COVID-19 on businesses and employment is your top concern • To alleviate the impact of COVID-19, the Council should support local businesses, especially those which have been impacted most by lockdown restrictions • 'Supporting local businesses, attracting investment and jobs' is your top priority for improvement • Investment to grow the economy, create jobs and attract tourists is the most important form of investment <p>The economic impact of COVID-19 is unparalleled and forecasters predict that economic output is unlikely to recover to pre-pandemic levels until 2022 at the earliest. The local sectoral concentrations of construction, manufacturing and retail suggests that Newry, Mourne and Down is likely to experience the fourth worst decline in terms of GVA and employment across Northern Ireland. Furthermore, across the District, 35% of employees have been furloughed or made redundant, 320 confirmed redundancies have been recorded and the claimant count for unemployment benefit has increased by 126% when compared to 2019.</p> <p>To support the economic recovery of the District, the Council has issued approximately 650 letters of offer, with a combined value of £700,000, to assist local businesses as they navigate the impact of COVID-19. Through the Regeneration and Economic Development Strategy 2020-25, the Council will also work with partner organisations to unlock the rich potential of the District. Programmes such as 'Go For It', 'NMD Growth', 'Digital Growth', 'Tender for Growth', 'Rural Development funding' and 'SEAFLAG 2' will help new and established businesses to innovate, grow and expand, supporting the local economy to recover, reboot and rebuild in the years ahead.</p>	
<p>Looking Back: What we did between April-September 2020</p>		<p>70 new business starts supported and 64 new jobs promoted through business start activity</p>
		<p>6 new social enterprise businesses supported and 6.5 new social enterprise jobs created</p>
		<p>184 businesses supported and 34.5 jobs created through 'NMD Growth', 'Digital Growth' and 'Tender for Growth'</p>
		<p>1,905 mentoring hours, 17 workshops, 2 masterclasses and 5 thematic programmes delivered through 'NMD Growth', 'Digital Growth' and 'Tender for Growth'</p>
		<p>Up to 1,000 businesses engaged in the #re:Launch Leadership Summit and over 400 participants took part in NMD Enterprise Week</p>










Looking Forward: What we will do in 2021-22	<ul style="list-style-type: none"> • Implement a District wide marketing campaign to revitalise our local economy and safely stimulate footfall across our District • Support the creation of new businesses and promote new jobs through the NI 'Go for It' programme • Invest in the social economy through the Social Enterprise programme • Support local businesses and create new jobs through 'NMD Growth', 'Digital Growth', 'Tender for Growth' and the 'Sales and Trade programme' • Support the creation of new jobs and businesses in coastal areas through SEAFLAG 2 					
How we will measure success	2017-18 Actual	2018-19 Actual	2019-20 Actual	Trend	2020-21 Q1/Q2 Actual	2021-22 Target
Number of business plans approved through NI 'Go For It'	245	300	298	▶	104	312
Number of new business starts created through NI 'Go For It'	167	204	203	▶	70	187
Number of new jobs promoted through NI 'Go For It'	168	184	183	▶	64	>155
Number of social enterprise start ups created	12	9	10	▶	6	12
Number of social enterprise jobs created	16	15	12	▼	6.5	12
Number of businesses supported through 'NMD Growth'	New	79	198	▶	103	128
Number of jobs created through 'NMD Growth'		11	24	▶	30	64
Number of businesses supported through 'Digital Growth'	New programme			-	64	100
Number of jobs created through 'Digital Growth'	New programme			-	1.5	50
Number of businesses supported through 'Tender for Growth'	New programme			-	17	81
Number of jobs created through 'Tender for Growth'	New programme			-	3	40
Number of businesses supported through 'Sales and Trade programme'	New programme			-	-	80
Number of jobs created through 'Sales and Trade programme'	New programme			-	-	40
Number of new jobs created in coastal areas (SEAFLAG 2)	New programme	7		-	7	Mar 23: 5.5
Number of new businesses created in coastal areas (SEAFLAG 2)		0		-	1	Mar 23: 2
What you will see by March 2022	<ul style="list-style-type: none"> • 312 entrepreneurs supported with an approved Business Plan and at least 155 new jobs promoted through the NI 'Go For It' programme • 12 social enterprises and 12 social enterprise jobs created • 389 businesses supported and 194 jobs created through 'NMD Growth', 'Digital Growth' and 'Tender for Growth' and 'Sales and Trade programme' 					

	<ul style="list-style-type: none"> The social economy and fishing dependent communities benefit from inward investment and growth More support for new and established local businesses and more employment opportunities across the District The economic recovery of Newry, Mourne and Down is underway, as the District becomes more economically active and prosperous 				
Alignment					
Corporate Plan 2021-23	<ul style="list-style-type: none"> Invest in and support new and growing businesses, job creation and employment skills 				
Community Plan	<ul style="list-style-type: none"> All people from Newry, Mourne and Down benefit from prosperous communities 				
Programme for Government	<ul style="list-style-type: none"> Everyone can reach their potential Our economy is globally competitive, regionally balanced and carbon neutral People want to live, work and visit here 				
7 aspects of improvement	<table border="1"> <tr> <td>Strategic effectiveness</td> <td>Service quality</td> <td>Service availability</td> <td>Innovation</td> </tr> </table>	Strategic effectiveness	Service quality	Service availability	Innovation
Strategic effectiveness	Service quality	Service availability	Innovation		
Responsible Officer	Director: Enterprise, Regeneration and Tourism				

*SEAFLAG 2 includes year on year cumulative results for each performance indicator.

Performance Improvement Objective 3

We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents	
Why this matters	<p>You told us that:</p> <ul style="list-style-type: none"> Dog mess and dog fouling is your top perceived problem Rubbish or litter lying around is a problem for many of you, particularly those living in urban areas To alleviate the impact of COVID-19, the Council should continue to keep the local environment clean, ensure dog fouling is kept to a minimum and reduce the perceived increase in littering <p>Between 2018-19 and 2019-20, the LEAMS* score for the District reduced from 72 to 64, which was partially attributed to higher levels of littering and dog fouling. Issues around street cleanliness continue to escalate, largely as a result of the increased number of fly tipping incidents reported to the Council and the prioritisation of the refuse collection service throughout the COVID-19 pandemic.</p> <p>This approach has often resulted in the provision of a reduced street cleansing service. However, the Council remains committed to collaborating with partner organisations and local communities to address ongoing issues around littering and fly tipping and promote responsible dog ownership. Illicit dumping is a crime and the continued implementation of the Dog Fouling Strategy and</p>



	Enforcement Improvement Plan will help generate local pride in having a cleaner, greener District for everyone to enjoy.					
Looking Back: What we did between April-December 2020		Issued 27 fixed penalty notices				
		Assistance provided to 30 community clean ups				
		60 schools participated in the calendar poster competition and 6,000 copies of the calendar were printed				
		15 schools attended the virtual teachers' Eco-Schools Information event in December				
Looking Forward: What we will do in 2021-22	<ul style="list-style-type: none"> Address issues around littering, fly tipping and dog fouling by: <ul style="list-style-type: none"> Implementing the Dog Fouling Strategy and Enforcement Improvement Plan Promoting responsible dog ownership through publicity campaigns and dog licenses Working with Louth County Council to raise awareness of the impact of fly tipping along the border area Encouraging residents to bring properly sorted surplus recyclable waste to our Household Recycling Centres Launch the 'mobile app' to enable officers to record incidents of environmental crime across the District Support local community clean ups, in line with COVID-19 guidance Participate in the Keep NI Beautiful 'Live Here Love Here' campaign 					
How we will measure success	2017-18 Actual	2018-19 Actual	2019-20 Actual	Trend	2020-21 Q1/Q2/Q3 Actual	2021-22 Target
LEAMS score (Keep NI Beautiful Cleanliness Index)	72	72	64		-	64
Number of fixed penalty notices issued (littering and dog fouling)	72	54	83		27	90
Number of fixed penalty notices paid (littering and dog fouling)	58	50	72		17	90
Number of community clean ups supported**	100	100	94		30	60
Number of environmental projects funded through 'Live Here Love Here'	16	27	34		24	No target set
What you will see by March 2022	<ul style="list-style-type: none"> 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 A cleaner, greener District, with improved civic and community pride 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> Enhance, protect and promote our environment 					





Community Plan	<ul style="list-style-type: none"> All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment 			
Programme for Government	<ul style="list-style-type: none"> We live and work sustainably - protecting the environment 			
7 aspects of improvement	Strategic effectiveness	Service availability	Innovation	Sustainability
Responsible Officer	Director: Neighbourhood Services			

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

**There has been a reduction in the number of community clean ups supported due to the COVID-19 pandemic and social restrictions.











Performance Improvement Objective 4


We will build the capacity of local communities through the Financial Assistance Scheme	
Why this matters	<p>You told us that:</p> <ul style="list-style-type: none"> The impact of COVID-19 on 'mental health and well-being' and 'vulnerable, isolated and lonely' residents are amongst your top concerns To alleviate the impact of COVID-19, the Council should support community groups and charities 'Improving community relations and safety, reducing crime and anti-social behaviour' is the third highest priority for improvement for residents <p>The Council remains committed to building the capacity of local communities, enabling them to have a voice in shaping the future of their District. Through the Financial Assistance Scheme, local communities are empowered to address local issues using public funds. Since 2015-16, the Council has awarded £6.5m to 2,277 applications across a range of thematic areas including community engagement, summer schemes and festivals.</p> <p>In recognition of the impact of the COVID-19 pandemic on mental health and well being, the Council supplemented the 2020-21 Financial Assistance Scheme with the thematic areas of 'suicide prevention', 'COVID-19' and 'COVID response and recovery'. Over £10,000 was awarded to 11 applications to support suicide prevention and a further £76,630 was awarded to 58 applications to assist local communities in recovering from the impact of COVID-19. Each of the projects funded, which included 'holiday hunger support', 'community kitchen', 'feeding families' and 'friendship café', have been instrumental in building local capacity and generating a sense of pride across Newry, Mourne and Down.</p>
Looking Back:	 £731k awarded to 377 projects across 16 thematic areas
What we did in 2020-21	 Electronic Grant Management System launched and online training module developed

		Newry, Down and Killeel 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				
Looking Forward: What we will do in 2021-22	<ul style="list-style-type: none"> • Launch 3 financial assistance calls across 19 thematic areas to support the delivery of community led projects • Continue to promote and roll out the Electronic Grant Management System • Deliver online training and capacity building to support local voluntary and community groups in applying for financial assistance 					
How we will measure success	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	Trend	2021-22 Target
% of successful financial assistance applications*	68%	71%	71%	72%		74%
% of financial assistance applications funded*	68%	71%	71%	64%		66%
Number of views of the online training module	New performance measure					100
Number of online capacity building sessions delivered	New performance measure					2
Number of participants/beneficiaries of the Financial Assistance Scheme	New performance measure (baseline to be established)					
What you will see by March 2022	<ul style="list-style-type: none"> • 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 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> • Enable and support people to engage in inclusive and diverse activities in their communities 					
Community Plan	<ul style="list-style-type: none"> • All people in Newry, Mourne and Down live in respectful, safe and vibrant communities 					
Programme for Government	<ul style="list-style-type: none"> • We have an equal and inclusive society where everyone is valued and treated with respect • We have a caring society that supports people throughout their lives 					
7 aspects of improvement	Strategic effectiveness	Service availability	Fairness	Innovation		
Responsible Officer	Director: Active and Healthy Communities					

*The methodology for scoring specific themes within the Financial Assistance Scheme was reviewed in 2020-21 and the success rate of the applications funded reduced as a number of themes were scored and ranked.

Performance Improvement Objective 5

We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme						
Why this matters	<p>Delivering a more efficient and effective Planning Service for customers is a key priority for improvement for the Council. Planning plays a significant role in promoting sustainable development, regeneration, economic prosperity, investment and job creation for present and future generations of our District.</p> <p>The implementation of the Planning Service Improvement Programme is well underway. Despite the challenges presented by the COVID-19 pandemic, significant progress is being made in establishing and embedding modern, agile and responsive ways of working. However, as the number of planning applications received by the Council continues to rise, we remain committed to improving the processing times of local and major planning applications and enforcement cases, and providing a high quality service to all customers.</p>					
Looking Back: What we did between April-September 2020		Processed 37.6% of planning enforcement cases within 39 weeks, which is below the regional average of 68.9%				
		Achieved an average processing time of 22 weeks for local planning applications, which is above the regional average of 18.4 weeks				
		Achieved an average processing time of 64.6 weeks for major planning applications, which is below the regional average of 70.2 weeks and an improvement of 97.8 weeks when compared to Q1/Q2 2019-20				
		Determined 619 planning applications, which is the highest across Northern Ireland				
		Reduced the number of live enforcement cases, particularly those in the system for more than 12 months				
Looking Forward: What we will do in 2021-22	<ul style="list-style-type: none"> Reduce the number of live planning applications and enforcement cases which have been in the system for over 12 months Work with agents and architects to improve the standard of planning applications submitted Support employees to deliver service improvements through ongoing training, capacity building and 'planning surgeries' 					
How we will measure success	2017-18 Actual	2018-19 Actual	2019-20 Actual	Trend	2020-21 Q1/Q2 Actual	2021-22 Target
Average processing time for local planning applications (weeks)	17	18	20.6		22	<15 weeks
Average processing time of major planning applications (weeks)	127.6	76.6	94		64.6	<30 weeks
Percentage of planning enforcement cases progressed within 39 weeks	59.9%	52.9%	36.2%		37.6%	70%
Number of planning applications in the system for more than 12 months	197	224	183		209	125
Number of planning applications in the system for less than 12 months	675	800	685		736	650

Number of enforcement cases in the system 12 months or more	571	734	620		579	425
What you will see by March 2022	<ul style="list-style-type: none"> • 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 regeneration of the District 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> • Provide accessible, high quality and integrated services through continuous improvement 					
Community Plan	<ul style="list-style-type: none"> • All people in Newry, Mourne and Down benefit from prosperous communities 					
Programme for Government	<ul style="list-style-type: none"> • People want to live, work and visit here 					
7 aspects of improvement	Strategic effectiveness	Service availability	Service quality	Efficiency		
Responsible Officer	Director: Enterprise, Regeneration and Tourism					

*Planning figures will be validated by the Department for Infrastructure and published through the Annual Report 2021-22.

Strategic Alignment

Performance Improvement Objective	Corporate Objective(s)	Community Planning Outcome(s)	Duty of Improvement
We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces	Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities Support sustainable forms of tourism which value our environment and cultural heritage	All people in Newry, Mourne and Down enjoy good health and wellbeing All people in Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service quality Fairness Sustainability
We will grow the economy by supporting local businesses and creating new jobs	Invest in and support new and growing businesses, job creation and employment skills	All people from Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service quality Service availability Innovation
We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents	Enhance, protect and promote our environment	All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment	Strategic effectiveness Service availability Innovation Sustainability
We will build the capacity of local communities through the Financial Assistance Scheme	Enable and support people to engage in inclusive and diverse activities in their communities	All people in Newry, Mourne and Down live in respectful, safe and vibrant communities	Strategic effectiveness Service availability Fairness Innovation
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme	Provide accessible, high quality and integrated services through continuous improvement	All people in Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service availability Service quality Efficiency

Consultation on the draft Performance Improvement Objectives 2021-22

I am responding:	as an individual	
	on behalf of an organisation (please state)	

Question 1

Which consultation group do you belong to? *Please tick all that apply.*

Resident	<input type="checkbox"/>
Elected Member	<input type="checkbox"/>
Local Business	<input type="checkbox"/>
Local Community Organisation	<input type="checkbox"/>
Local Voluntary Organisation	<input type="checkbox"/>
Statutory Organisation	<input type="checkbox"/>
Other	<input type="checkbox"/>

If other, please provide further information below.

Question 2

Do you agree that the draft Performance Improvement Objectives are appropriate for our District?

Performance Improvement Objective 1	Agree	Disagree
We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces		
Comments:		
Performance Improvement Objective 2	Agree	Disagree
We will grow the economy by supporting local businesses and creating new jobs		
Comments:		
Performance Improvement Objective 3	Agree	Disagree

We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents		
Comments:		
Performance Improvement Objective 4	Agree	Disagree
We will build the capacity of local communities through the Financial Assistance Scheme		
Comments:		
Performance Improvement Objective 5	Agree	Disagree
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme		
Comments:		

Question 3

What alternative Performance Improvement Objective(s), 'supporting actions' and 'measures of success' would you suggest?

--

Question 4

Which of the areas outlined below would you like to see Newry, Mourne and Down District Council make improvements to in the future? (please tick 3 areas)

Area	
Arts Centres and Museums	
Building Control	
Car Parking	
Cemeteries	
Cleansing Service	
Community Services/Centres	
Council Parks and Open Spaces	

Council Website	
Economic Development (Programmes to support the economy)	
Environmental Health	
Grants, Procurement and Finance	
Harbours and Marinas	
Leisure Centres	
Licensing (dogs, gaming, entertainment etc)	
Planning	
Play Parks	
Recycling	
Bin Collection	
Registration Services (Births, Deaths, Marriages and Civil Partnerships)	
Tourism Events	
Visitor Attractions	
Visitor Information Centres	
Other Services (please specify)	

Please provide details, in the space provided, concerning the specific areas of the Council that you would wish to see improvements made in.

Completed questionnaires or comments should be submitted by **10 May 2021** to:

Email: performance@nmandd.org

In Writing: Community Planning and Performance
Newry, Mourne and Down District Council
O'Hagan House
Monaghan Row
Newry
Co Down
BT35 8DJ

Telephone: 0330 137 4000

Thank you for taking the time to respond to this questionnaire.

We look forward to hearing from you.

Overall approach and timetable to develop and publish the Performance Improvement Plan 2021-22

1	Development of the Performance Improvement Plan 2021-22	Timetable
1.1	Review baseline evidence to support the development of the Performance Improvement Plan, including a review of existing performance management arrangements across the organisation	Jan 2021
1.2	Develop and update the performance improvement objectives, supporting actions and measures of success, ensuring alignment to the seven criteria outlined in the legislation, as well as the Community Plan, Corporate Plan and other key strategies. Prepare Delivery Plans for each objective.	Jan-Feb 2021
1.3	Consider and agree the: <ul style="list-style-type: none"> • Draft performance improvement objectives 2021-22, supporting actions, measures of success • Overall approach and timetable for developing and publishing the Performance Improvement Plan 2021-22, ensuring compliance with the statutory Duty to Improve 	CMT: Mar 2021 SMT: Mar 2021 SPR: Mar 2021 Council: Apr 2021 AC: Apr 2021
1.4	Carry out an equality screening and rural needs impact assessment of the draft performance improvement objectives 2021-22	Feb 2021
2	Consultation on the draft Performance Improvement Objectives 2021-22	Timetable
2.1	The proposed 8 week consultation timetable with key stakeholders will consist of the following elements:	
2.2	Electronic survey published on the Council website and social media channels, and circulated to internal and external stakeholders	15 Mar-10 May 2021
2.3	Public Advertisements in local newspapers	15 Mar-10 May 2021
2.4	Consultation and engagement on the draft performance improvement objectives 2021-22 with: <ul style="list-style-type: none"> • Section 75 groups, including Youth Councils, Older People's Forum, Cedar and Ethnic Minority Support Centre • DEA Forums 	15 Mar-10 May 2021
2.5	Analyse feedback from consultation and engagement activity, and propose amendments to the performance improvement objectives, supporting actions and measures of success where appropriate	May 2021
3	Design, approval and publication of the Performance Improvement Plan 2021-22	Timetable
3.1	Finalise the Performance Improvement Plan 2021-22	May 2021
3.2	Carry out an equality screening and rural needs impact assessment of the Performance Improvement Plan 2021-22	May 2021
3.3	Consider the Performance Improvement Plan 2021-22, with proposed amendments following the consultation process	SMT: Jun 2021

Overall approach and timetable to develop and publish the Performance Improvement Plan 2021-22

		SPR: Jun 2021 (including request to publish the Performance Improvement Plan by 30 June 2021) Council: Jul 2021 AC: Jul 2021
3.4	Publish the Performance Improvement Plan on the Council's website and social media channels	Jun 2021 (before statutory deadline of 30 June)
3.5	Develop, translate into Irish (in line with Bilingualism Policy) and publish the summary performance document – 'Our Performance: Looking Back, Going Forward'	Sep 2021
3.6	Circulate electronic copies of the Performance Improvement Plan 2021-22 and summary document to key stakeholders	Q3 2021-22
4	Implementation of the Performance Improvement Plan 2021-22	Timetable
4.1	Publish the annual Assessment of Performance 2020-21, in line with statutory requirements	SMT: Sep 2021 SPR: Sep 2021 Council: Oct 2021 AC: Sep 2021
4.2	Monitor and report progress in implementing the Performance Improvement Plan 2021-22 through the Mid Year Progress Report	SMT: Nov 2021 SPR: Nov 2021 Council: Dec 2021 AC: Jan 2022
5	Improvement Audit and Assessment 2021-22	Timetable
5.1	NI Audit Office carry out the annual Improvement Audit and Assessment to ascertain if the Council has fulfilled its statutory duty of performance improvement. This will include: <ul style="list-style-type: none"> A forward looking assessment of the Councils likelihood to comply with its duty to make arrangements to secure continuous improvement 	Jul-Oct 2021

Overall approach and timetable to develop and publish the Performance Improvement Plan 2021-22

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	<ul style="list-style-type: none"> A retrospective assessment of whether the Council has achieved its planned improvements to inform a view regarding the Council's track record of improvement 	
5.2	The NI Audit Office issue the S95 report, outlining the findings from the Improvement Audit and Assessment, which includes proposals for improvement to assist the Council in fulfilling its performance responsibilities in future years	Final report: 30 Nov 2021 Publication of report: Feb 2022
5.3	Consider the s95 Improvement Audit and Assessment Report	SMT: Dec 2021 SPR: Dec 2021 Council: Jan 2022 AC: Jan 2022

NEWRY, MOURNE & DOWN DISTRICT COUNCIL

**Minutes of Newry City Centre Regeneration Programme Board Meeting
held on Tuesday 3rd March 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

NMDDC Officials

Conor Mallon, Director of Enterprise Regeneration and Tourism
Michael Lipsett, Director of Active and Healthy Communities
Adrian Grimshaw, Project Director
Jonathan McGilly, Assistant Director Enterprise, Employment & Regeneration
Colin Quinn, Assistant Director, Estates and Capital Projects
Paul Tamati, Assistant Director, Leisure and Sport
Andy Patterson, Assistant Director, Tourism Culture and Events
Tracie McLoughlin, PA

External Participants

Damian Mulholland, Dept for Communities.

Presenting:

Darren Price, Tetra Tech
Stuart Martin, Tetra Tech
Carina Smolka, Tetra Tech

Apologies:

Cllr W Walker

NCCR/52:- Apologies

Apologies received from Cllr W Walker

NCCR/53:- Presentation by Tetra Tech

P. Tamati advised that Tetra Tech would provide a broad overview of their scope and insight into the development of concept design proposals for Albert Basin Park Project. P. Tamati advised the proposals would be developed based on the consultation feedback.

D. Price presented on the following themes:

Introduction to the various disciplines forming the integrated Consultant Team

- Scope;
 - Site contents and risks;
 - Ecology
 - Infrastructure
 - Connectivity and traffic engineering
 - Town Planning overview
 - Budgetary Estimates

- Outputs:
 - Site Plans
 - Budget Estimates
 - Summary Report
 - Presentation

D Price advised it is expected that site plans and report will be completed in May and available to present at the Programme Board Meeting in June 2021.

Cllr Stokes thanked Tetra Tech for their presentation and said the citizens are looking forward to seeing the development of a green space in the City.

Cllr Casey said he echoed Cllr Stokes comments and welcomed the significant progress made to date and the opportunity afforded to the public through the consultation to shape the project.

Cllr Byrne said he was pleased to hear a plan in place for development of concept designs and costings and looked forward to these being presented at the Programme Board meeting in June 2021.

The Chairperson thanked Tetra Tech for attending the meeting and their presentation and noted the significance of the project.

Tetra Tech left the meeting.

NCCR/54: Minutes of Newry City Centre Regeneration Programme Board Meeting held 2nd February 2021

Noted: Minutes have previously been agreed by Members and noted at Strategy Policy and Resources Committee Meeting on 11th February 2021.

NCCR/55: Minutes of Newry City Centre Regeneration/Belfast Region City Deal Project Board Meeting held on 23rd February 2021

Cllr Stokes welcomed the recent announcement from the Finance Minister C Murphy regarding development of Civil Service Regional Hubs and the decentralisation of the Civil Service. Cllr Stokes noted the risk that staff elect to work from home rather than work from the office in Newry

Cllr Byrne also welcomed the Minister announcement and said it was very positive to see the steps being made to attract investment into the City.

Noted: It was agreed to 'Note' the Minutes of the NCCR/BRCD 23rd Feb 2021

NCCR/56: Minutes of Albert Basin Park Project Meeting held on 23rd February 2021

Cllr Byrne noted stated risk of offsetting spend against revenue budgets. C Mallon advised this was risk would attract a 'low likelihood' and "low impact" risk score.

Noted: It was agreed to 'note' the Minutes of the Albert Basin Park Project Meeting held on 23rd Feb 2021.

NCCR/57: 'Look Ahead' Programme on a Page

A. Grimshaw summarised the programme overview provided by the programme on a page, noting the various interdependencies and targeted timescales.

Cllr Byrne thanked the Team for the ambitious timeline and welcomed the programme overview, he proposed the Programme Board should consider the designs and costs for all projects at a morning workshop in June.

Cllr Stokes agreed with Cllr Byrne and asked if there are risks of delays if the various external parties cannot respond in line with the targeted timescales?

Cllr C Casey agreed the timeline is ambitious but achievable and asked if there is any further consideration of a River Weir?

D Mulholland said DFC had previously carried out investigations on a River Weir and found it to be unfeasible at that stage. The Chairperson asked Officers to contact DFI Rivers regarding potential inclusion of a River Weir.

Cllr Taylor also welcomed the ambitious timeline. He noted the dependence of a number of government departmental approvals across the Projects and asked if there are any indications of their commitment to the timeline?

A.Grimshaw responded to the members queries, noting:

- positive discussions are ongoing with the various government stakeholders, with intent of developing existing agreements to reflect potential investment;
- the targeted timescale are ambitious, and risk of delays in achieving design and external party approvals has been added to the risk register;
- the various development and approval processes will be continually reviewed going forward.

Agreed: On the proposal of Cllr Mulgrew, seconded by Cllr Casey, it was agreed;

- a) To 'Note' the Programme on a Page;
- b) Council Officials to contact DFI Rivers for an updated response on potential for a new weir on the Newry River.
- c) Programme Board should review updated designs for all projects at a workshop in June.

NCCR/58: Media Enquiries

Agreed: On the proposal of Cllr Taylor, seconded by Cllr Byrne and unanimously agreed by all Members present, it was agreed that future press releases from the NCCR Programme Board are signed by all Members.

EXEMPT ITEMS

NCCR/59: Newry City Centre Regeneration Dashboard

Noted: Following discussion, all Members in attendance agreed to 'Note' the content of the Dashboard documents as presented.

This concluded the business of the Meeting. The Meeting ended at 12.20pm

**Approved by Project Board on 9th March 2021
To be ratified at the Strategy Policy and Resources Committee Meeting 11th
March 2021**