

# Newry, Mourne and Down District Council

## Performance Improvement Plan

2019-20



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

Contents	Page
Foreword	3
Introduction and Context	4
Performance Improvement Objectives 2019-20	4
Our District, Our Organisation, Our Performance	5
<b>Performance Improvement Objective 1</b> Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities	6
<b>Performance Improvement Objective 2</b> Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination	8
<b>Performance Improvement Objective 3</b> Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in	12
<b>Performance Improvement Objective 4</b> Create a cleaner, greener, more attractive District	15
<b>Performance Improvement Objective 5</b> Encourage and empower local communities to participate in Council engagement structures and initiatives	18
Statutory Performance Indicators and Standards	22
Self Imposed Performance Indicators	23
<b>Appendices:</b>	
<b>Appendix 1:</b> Identifying the Performance Improvement Objectives 2019-20	25
<b>Appendix 2:</b> Achieving Continuous Improvement	32
<b>Appendix 3:</b> Business Planning and Performance Management Framework	33
<b>Appendix 4:</b> Governance Arrangements	36
How to propose new Performance Improvement Objectives	37

## Foreword

When we look back on what the Council has delivered in the past year, we can be proud of our achievements. We have continued to deliver our performance improvement objectives, and have seen positive change across a number of key areas including health and well-being, tourism, economic development, regeneration, environment and community engagement.

One of our flagship achievements was the opening of Down Leisure Centre in November 2018, a £15.5m centre which is already transforming the way we provide sporting, wellbeing and exercise opportunities to our citizens. This new facility will also boost the 'Be Active' campaign which encourages people to undertake more activity in their daily lives.

We have also made great strides in improving the local economy and promoting the District as a premier tourist destination. The monies we have secured, as part of the Belfast Region City Deal, will enable us to progress key infrastructure, regeneration and tourism projects, such as the Southern Relief Road and visitor attractions in the Mourne Mountains. Our five Giant Adventure Festivals remain hugely successful and the restoration of Warrenpoint's Edwardian municipal park, which re-opened in August 2018, will bring significant benefits the local area and local communities.

We have continued to deliver essential services to all our residents and have made strenuous efforts to improve the performance of everything we do. Between 2016-17 and 2017-18, the Council reported the greatest level of improvement across Northern Ireland for processing local planning applications, which currently stands at 15.8 weeks, just above the statutory standard of 15 weeks. The amount of waste going to landfill has also reduced whilst the rate of recycling across the district continues to increase, particularly the amount of food waste placed in brown bins.

However, the first term of the new Council has now come to an end and we know we can do more. With a strong track record for innovation and partnership working, we remain confident that the Council will continue to deliver positive outcomes and improve the quality of life for all our local communities through this year's performance improvement objectives.



**Cllr Charlie Casey - Chairperson**



**Liam Hannaway - Chief Executive**

## Introduction and Context

Part 12 of the Local Government Act (NI) 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. The Council is required to set annual improvement objectives for the services it provides and to also have in place arrangements to achieve these objectives. The Council recognises 'improvement' to mean activity that enhances the sustainable quality of life and environment for ratepayers and communities.

The performance improvement objectives do not describe every improvement the Council plans to make during 2019-20. Alternatively, they provide an overview of where the Council will focus its efforts to address the issues which matter most to local communities. The Performance Improvement Plan outlines the Council's priorities for improvement, how performance will be measured and what positive outcomes stakeholders can expect as a result of improvement activity. It represents the Council's commitment to achieving continuous improvement in the delivery of key services.

### Performance Improvement Objectives 2019-20

Newry, Mourne and Down District Council has identified five performance improvement objectives for 2019-20:

- 1. Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities**
- 2. Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination**
- 3. Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in**
- 4. Create a cleaner, greener, more attractive District**
- 5. Encourage and empower local communities to participate in Council engagement structures and initiatives**

These objectives have been carried forward from previous years, and developed within the context of the Business Planning and Performance Management Framework. They are:

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

# Our District, Our Organisation, Our Performance



## District

Population: 178,966  
Households: 66,164  
7 District Electoral Areas  
41 Elected Members  
1,000+ employees  
87% of residents are satisfied with the Council



## Community

Life expectancy:  
Male: 78.9 years / Female: 82.6 years  
Age Profile: 0-15 years: 23% / 65+ years: 15%  
72% of residents agree that their local area is a place where people from different backgrounds get on well together  
94% of residents feel safe during the day,  
87% of residents feel safe after dark  
175 Neighbourhood Watch Schemes



## Economy

Employment rate: 65.5%  
8,520 VAT Registered Businesses  
Average weekly earnings:  
£483 (full time)  
22.1% of the population have no qualifications  
805 jobs promoted through 'business start-up' activity since 2015



## Tourism

Since 2015:  
45% increase in visitor numbers to 589,581  
88% increase in visitor spend to £90m  
Three Areas of Outstanding Natural Beauty



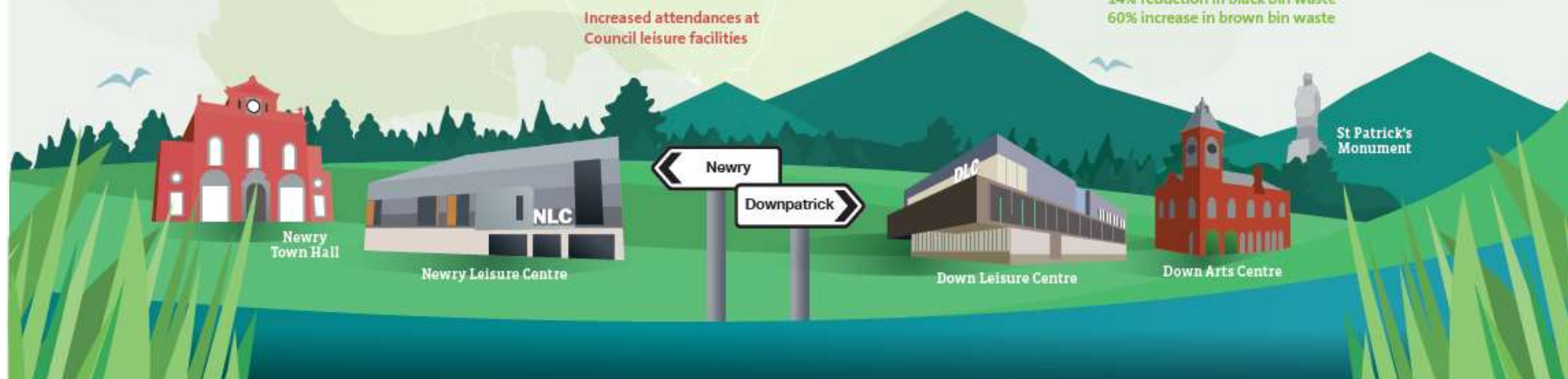
## Health and Wellbeing

79% of residents feel they are in very good or good health  
78% of residents are physically active at least once a week for 30mins  
73.5% of customers are satisfied with the Council's six leisure facilities  
Increased attendances at Council leisure facilities



## Environment

Recycling is important to 86% of residents  
Top perceived problem for residents:  
Dog mess and fouling  
Recycling rate: 46.1%  
Between 2016-17 and 2017-18:  
14% reduction in black bin waste  
60% increase in brown bin waste





# Performance Improvement Objective 1

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

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

### Why this matters

Good health is one of the most valued aspects of our lives. It influences many dimensions of well-being, such as employment, income, social connections, participation in community life and educational attainment. Newry, Mourne and Down District Council plays a key role in helping local communities to live long and healthy lives. The Council remains committed to collaborating with community planning partners, promoting physical, mental and emotional well-being and encouraging residents to make healthy and informed lifestyle choices.

The demographic profile of our community not only has an impact on the services the Council provides, but on the way these services are delivered in the future. With the population of the District projected to grow by 3% by 2022, including an 18% increase in residents aged 65 years and above, the overall health and wellbeing needs of local communities are set to change and evolve. Whilst the majority of residents are currently in good health, with no long term health problems, over a third of those aged 65 years and above have a long term health problem or disability which limits their day to day activities.

As life expectancy rises, health inequalities remain a key issue within our most deprived communities. Newry, Mourne and Down currently has the third highest number of neighbourhoods within the top 100 most deprived across Northern Ireland, and these neighbourhoods are more likely to experience health inequalities in terms of obesity rates, drug and alcohol related conditions and self harm.

### Your views

Our performance improvement objectives are based on the issues that matter most to you. Over the past three years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective, and 'parks and open spaces' and 'leisure and recreation' are generally amongst the top priority areas for improvement.











These findings have been reinforced by the results of our **Residents Survey** which reveal that:

- Whilst 'accessible leisure centres' is amongst the lesser priorities for improvement, 'improving people's health and wellbeing (and reducing health inequalities)' and 'improving our parks and green spaces and protecting our natural and built environment' are amongst the top priorities for improvement

- 96% of residents feel it is important to invest in improving health and wellbeing (eg. leisure centres)
- 78% of residents are physically active once a week for 30 minutes

## Looking Back

### Our Performance since April 2017

Newry and Down Leisure Centres open and 'Be Active' campaign launched	
Increase in the total number of attendances across six leisure facilities	
Average satisfaction rating of 73.5% across the six leisure facilities	
3 new play parks open, 1 park transformed and 13 parks upgraded	
Review of leisure facilities complete	
1,872 children took part in the Community Play initiatives*	
Options to progress the development of a park in Newry City being considered	
Multi-stakeholder Activity, Promotion and Development Plan launched	

\*Between April 2017 - September 2018.

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made, where projects have been subject to delay and the key improvement activities planned for the coming year.

## Going Forward

### Supporting actions

- Provide and operate high quality leisure facilities through the implementation of the Indoor Leisure Business Plan:
  - Improve the customer experience at all leisure facilities by rolling out the 'Be Active' campaign and mobile technology solutions
  - Undertake Customer Satisfaction Surveys across selected leisure facilities by Q4 2019-20
- Upgrade and improve existing sports facilities through the implementation of year three of the Sports Facility Strategy
- Provide and improve fixed and non-fixed play opportunities for children and young people through the continued implementation of the Play Strategy
- Engage children and young people in Community Play and other health and wellbeing initiatives across the District
- Provide opportunities for women, girls, people with a disability and people from areas of high social need to participate in physical activity programmes

- Consider options to progress the development of a park at the Albert Basin, Newry

### Measures of success

- 14% increase in attendances at indoor leisure facilities
- 72% increase in attendances at Down Leisure Centre
- Level of customer satisfaction with indoor leisure facilities
- Number of children and young people engaged in Community Play and other health and wellbeing initiatives
- Number of participants from targeted groups involved in physical activity programmes

### Outcomes for local communities and stakeholders

- Improved and accessible provision of indoor and outdoor sport, leisure and recreational facilities and activities
- Improved awareness and increase in the number of residents making healthy lifestyle choices by using sport, leisure and recreational activities
- Improved customer satisfaction with indoor leisure facilities
- Improved levels of health and wellbeing

<b>Corporate Plan Priority</b>	Support improved health and wellbeing outcomes
--------------------------------	--

<b>Community Plan Outcome</b>	All people in Newry, Mourne and Down enjoy good health and wellbeing
-------------------------------	--

<b>Programme for Government Outcome</b>	We enjoy long, healthy, active lives
---	--------------------------------------

<b>Alignment with the 7 aspects of improvement</b>	Strategic effectiveness / Service quality / Service availability / Fairness / Sustainability / Efficiency / Innovation
--	--

## Performance Improvement Objective 2

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

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

### Why this matters

A thriving economy is central to the quality of life in Newry, Mourne and Down. Located on the economic corridor between Belfast and Dublin, our District has a real opportunity to compete, by driving growth in the existing business base, increasing productivity and attracting new businesses. We will continue to work with partners to create a climate for innovation and competitiveness by



progressing the strategic projects which form part of the Belfast Region City Deal, including the Southern Relief Road and visitor attractions in the Mourne Mountains.

The challenges and opportunities presented through Brexit will have an impact on the communities we serve, and the Council has taken a proactive role in lobbying and advocating for the needs of the region. Deprivation also remains a growing issue across the District. Three neighbourhoods are now ranked as the top three most deprived in terms of income across Northern Ireland and a further 34 fall within the 25% most deprived in terms of 'employment' and 'education skills and training'. The median gross annual salary of £20,093 falls below the regional average of £22,016, and the number of residents aged 16-64 years who are economically active has declined from 75.7% in 2016 to 68.4% in 2017, which is below the current regional average of 72.3%.

Worth £90m to the local economy in 2017, tourism is also a critical driver for economic growth in Newry, Mourne and Down. As a popular destination for domestic tourists, the District is rich with tourism assets and scenic beauty, which contributed to a 3.2% increase in the number of visitors and a 48% increase in visitor spend between 2016 and 2017. The continued implementation of the Tourism Strategy and the emerging Arts, Culture and Heritage Strategy will help promote Newry, Mourne and Down as a premier, year-round mountain and maritime destination, recognised for its EPIC experiences in outdoor adventure, its rich tapestry of cultural heritage, myths and stories, as well as its authentic local life.

### Your views







Our performance improvement objectives are based on the issues that matter most to you. Over the past three years, almost all respondents to consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'economic development and tourism' and 'arts, culture and events' as priority areas for improvement. The consultations also highlighted the importance of investing in coastal areas and tourist attractions, bridging the skills gap between education and employment and recognising the positive contribution a thriving arts and culture scene can have on community life, all of which the Council will continue to focus on during 2019-20.



These findings have been reinforced by the results of our **Residents Survey** which reveal that:

- 'Supporting local businesses, attracting investment and jobs' and 'improving skills, employability and job prospects' are amongst the top priorities for improvement
- 48% of residents believe that investment to grow the economy, create jobs and attract tourists is the most important type of investment for the area
- 15% of residents have participated in or attended an Arts, Heritage and Culture activity or event in the past 12 months

## Looking Back Our Performance since April 2017

371 new business starts and 352 jobs promoted through business start up activity	
City Deal for the Belfast Region secured	
Carlingford Lough Greenway between the Weir and Victoria Lock complete	
Development of an Arts, Culture and Heritage Strategy underway	
Destination Experience Development Plan for the Mourne and Ring of Gullion and the Mourne Coast launched	
The Giant Adventure Festivals attracted over 252,650 visitors and generated an estimated £7m for the local economy*	

\*Adverse weather conditions had an impact on two festivals in 2018.

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made, where projects have been subject to delay and the key improvement activities planned for the coming year.

## Going Forward Supporting Actions

Improve economic growth by:

- Promoting new jobs and supporting new business starts through the NI 'Go For It' programme
- Supporting the growth of the existing business and social enterprise base by delivering the Social Economy and NMD Growth programmes
- Supporting the establishment and growth of small and micro businesses and the creation of new jobs in rural areas through the Rural Business Investment Scheme (Priority 6 of the Rural Development Programme)
- Supporting the establishment of new jobs and businesses in the fishing dependent communities of Kilkeel, Annalong and Ardglass (Priority 4 of the European Maritime and Fisheries Fund (SEAFLAG 2))
- Addressing the skills gap between education and employment in traditional and key growth sectors through the Skills Forum
- Progressing the Belfast Region City Deal by developing Outline Business Cases for the Regeneration of Newry City, visitor attractions in the Mourne Mountains and 'skills and employability' and 'digital connectivity' initiatives

Become a premier tourism destination by:

- Submitting a revised application to the UK National Commission for UNESCO for Global Geopark status for the Mourne and Ring of Gullion by November 2019
- Completing phase 2 of the Carlingford Lough Greenway, from Victoria Lock to Omeath, by Q1 2020-21

- Developing and delivering further Visitor Experience Plans
- Launching the Arts, Culture and Heritage Strategy to increase participation in cultural activities
- Organising five Giant Adventure Festivals across the District:
  - Footsteps in the Forest (Slieve Gullion)
  - Skiffie Festival (Strangford Lough)
  - Wake the Giant Festival (Warrenpoint)
  - Festival of Flight (Newcastle)
  - City of Merchants Festival (Newry)

### **Measures of success**

- 301 business plans approved, 205 new business starts and 155 new jobs promoted
- 8 new social enterprise starts, 12 new jobs created and 30 new volunteers recruited
- 40 community groups and organisations provided with business planning, start-up and business development support
- 190 businesses supported through NMD Growth
- 55 new micro and small rural businesses created by March 2020
- 30 micro and small businesses in rural areas supported by March 2020
- 97 new jobs created in rural areas by March 2020
- 55 new jobs created in fishing dependent communities by 2022 (includes Portavogie)
- 22 new businesses created in fishing dependent communities by 2022 (includes Portavogie)
- 130 new qualifications and skills achieved in fishing dependent communities, through SEAFLAG 2, by 2022 (includes Portavogie)
- Overall growth rate of 6% per annum in overnight expenditure in Newry, Mourne and Down
- Level of footfall on the Great Eastern Greenway
- Number of visitors to the Giant Adventure festivals
- Total estimated spend associated with the Giant Adventure festivals, including direct spend
- Level of visitor satisfaction with Giant Adventure festivals

### **Outcomes for local communities and stakeholders**

- The local economy benefits from an increase in business starts, the growth of local businesses and support for social enterprises
- The rural economy and coastal areas benefit from significant inward investment and the creation and growth of new businesses and jobs
- Local communities, businesses and social enterprises benefit from improved access to job investment, training and mentoring opportunities
- Newry, Mourne and Down becomes a more economically active and prosperous District
- There is an improved level of tourism and an increase in the number of tourists to the District

<ul style="list-style-type: none"> <li>• The Carlingford Lough Greenway creates a world class, cross border green travel route which improves the local living environment</li> <li>• Newry, Mourne and Down is recognised as a premier domestic and international tourist destination</li> </ul>	
<b>Corporate Plan Priorities</b>	<p>Attract investment and support the creation of new jobs</p> <p>Become one of the premier tourist destinations on the island of Ireland</p>
<b>Community Plan Outcome</b>	All people in Newry, Mourne and Down benefit from prosperous communities
<b>Programme for Government Outcomes</b>	<p>We prosper through a strong, competitive, regionally balanced economy</p> <p>We are an innovative and creative society, where people can fulfil their potential</p> <p>We have more people working in better jobs</p> <p>We are a confident, welcoming, outward looking society</p> <p>We have created a place where people want to live and work, to visit and invest</p>
<b>Alignment with the 7 aspects of improvement</b>	Strategic effectiveness / Service quality / Service availability / Innovation

## Performance Improvement Objective 3

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

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

### Why this matters

Newry, Mourne and Down is a predominantly rural District with a number of urban settlements around Newry, Downpatrick, Ballynahinch, Kilkeel, Warrenpoint, Crossmaglen and Newcastle. The heritage and landscape of our District is unique and diverse, and protecting the natural and built environment is a key priority for the Council and its citizens, as it creates a sense of place and plays an important role in improving the health and wellbeing of all.

The Council's ambition is for Newry, Mourne and Down to be a vibrant, attractive and better place to live. We are working closely with our partners in government, the EU and across the island of Ireland to renew our city, towns and villages, transforming them into places where people want to live, work and invest in. As a 'place shaper', the Council has ambitious plans for Ballynahinch, Downpatrick, Newry, Warrenpoint and Kilkeel, which are set to benefit from improved transport links, street lighting, pavements, signage and shop fronts.

Road, transport and digital connectivity are instrumental in supporting access to services, tackling social isolation and ensuring the District can compete locally, nationally and internationally. The Council has identified a number of projects to improve road and transport connections, and will continue to address the challenge of improving digital connectivity, so that rural communities can participate fully in all aspects of civic, community and business life. Advancing the production of the Local Development Plan will also support the economic and social needs of the district in line with regional strategies and policies, whilst providing for the delivery of sustainable development.

### Your views

Our performance improvement objectives are based on the issues that matter most to you. Over the past three years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'planning' and 'urban and rural regeneration' as priority areas for improvement. The consultation also highlighted the importance of investing in the physical and digital infrastructure in rural areas, which is being progressed through Village Plans and the Rural Development Programme.







These findings have been reinforced by the results of our **Residents Survey** which reveal that:

- Whilst 'regenerating the local area' is amongst the lesser priorities for improvement, 'improving our parks and green spaces and protecting our natural and built environment' and 'improving our roads infrastructure' are amongst the top priorities for improvement
- 13% of residents in urban areas identify derelict properties as a problem in their local area

### Looking Back

#### Our Performance since April 2017

Warrenpoint Municipal Park restored and re-opened	
Forkhill Greenspace Pathway Project complete	
Late night bus service from Newry to Crossmaglen and Kilkeel piloted	
Environmental improvement scheme in Downpatrick delayed	
Revitalisation schemes in Newry and Warrenpoint complete	
25 Village Plans updated and 20 new Village Plans created	

Multiple initiatives launched to improve digital connectivity	
Consultation on the Preferred Options Paper for the Local Development Plan complete	
Improved processing time for local planning applications	
Increased processing time for major planning applications	

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made, where projects have been subject to delay and the key improvement activities planned for the coming year.

Given the long term nature of the regeneration initiatives in Warrenpoint, Ballynahinch, Newry and Downpatrick, this supporting action has been included in the Enterprise, Regeneration and Tourism Directorate Business Plan, and will not be progressed in the Performance Improvement Plan 2019-20. Progress will be reported through the Assessment of Performance 2018-19 and future reviews of Directorate Business Plan.

### Going Forward Supporting actions

- Manage and promote the heritage of Warrenpoint Municipal Park by:
  - Obtaining the Green Flag award for environmental sustainability by Q1 2019-20
  - Carrying out Visitor Surveys in Q2 2019-20
  - Creating opportunities for people to volunteer and engage with the heritage of the park
- Implement the Areas of Outstanding Natural Beauty (AONB) Action Plans for the Ring of Gullion and Strangford and Lecale
- Work with the Department for Communities to commence phase III of the Newry Hill Street environmental improvement scheme, to include new street lighting, paving and tree planting (subject to planning permission)
- Work with partners to explore options to complete the final phases of the Forkhill Masterplan, to include an on-site mixed use development
- Undertake the delivery of 16 gateway signs and 7 environmental improvement schemes identified in the Village Plans, to include new street lighting, paving and street furniture (subject to planning permission)
- Commence the delivery of the capital works at the Derrymore Demesne, to include a play area, trail development and other infrastructure projects
- Work in partnership with the relevant Departments to improve digital connectivity across the District
- Progress the production of the Local Development Plan
- Improve the processing times of major and local planning applications and planning enforcement cases



## Measures of success

- 34% increase in the number of visitors to Warrenpoint Municipal Park, reaching 27,900 per annum by Q2 2019-20
- 6% increase in visitor satisfaction with Warrenpoint Municipal Park, reaching 74% by Q2 2019-20
- 9% increase in the number of people who believe Warrenpoint Municipal Park enhances their quality of life, reaching 40.5% by Q2 2019-20
- Improved business/visitor perception and reduced/sustained vacant properties by 2020-21, following the completion of the Downpatrick, Newry and Warrenpoint environmental improvement and revitalisation schemes
- Percentage of planning enforcement cases that are processed within 39 weeks
- Average processing time of major planning applications
- Average processing time of local planning applications

## Outcomes for local communities and stakeholders

- Warrenpoint Municipal Park and the AONB's enhance the quality of life in the local and surrounding areas
- Enhanced built and natural environment in urban and rural areas, with improved appearance and sense of place
- Urban and rural regeneration projects improve local areas and the quality of life for local communities
- The Rural Development Programme has a positive impact on rural communities and the rural economy
- Regeneration and renewal of selected villages across the District
- Improved digital connectivity across the District
- The Council provides a more efficient and effective Planning Service

### Corporate Plan Priorities

Lead the regeneration of our urban and rural areas  
 Become one of the premier tourist destinations on the island of Ireland  
 Attract investment and support the creation of new jobs  
 Protect our natural and built environment  
 Advocate on your behalf specifically in relation to those issues which really matter to you  
 Transform and modernise the Council, providing accessible as well as value for money services

### Community Plan Outcomes

All people in Newry, Mourne and Down benefit from prosperous communities  
 All people in Newry, Mourne and Down get a good start in life and fulfil their lifelong potential

### Programme for Government Outcomes

We are an innovative and creative society, where people can fulfil their potential  
 We are a confident, welcoming, outward looking society  
 We connect people and opportunities through our infrastructure  
 We live and work sustainably – protecting the environment

	We have created a place where people want to live and work, to visit and invest
<b>Alignment with the 7 aspects of improvement</b>	Strategic effectiveness / Service quality / Service availability / Fairness / Sustainability / Innovation

## Performance Improvement Objective 4

### Create a cleaner, greener, more attractive District

#### Senior Responsible Officer: Director, Neighbourhood Services

#### Why this matters

The environment is one of the three strategic pillars which underpin the process of community planning. Living in a clean, green, quality environment has a direct impact on the general wellbeing of those who live, work and visit an area. The Council has a key role to play in working with local communities to protect the environment and ensure that streets, parks and open spaces are kept clean and tidy, so that Newry, Mourne and Down is a District we can all be proud of. Through the Neighbourhood Services Transformation Project, the Council is exploring ways to modernise service provision and make it easier for customers to report environmental issues around refuse collection, street cleansing, graffiti and fly tipping.

Managing municipal waste is also a key responsibility of local government and Newry, Mourne and Down District Council has made significant progress in reducing the amount of waste going to landfill and increasing the rate of recycling. In order to meet the recycling target of 50% by 2020, the Council has introduced a range of schemes which have been instrumental in reducing the amount of black bin waste whilst increasing the amount of blue and brown bin waste.

#### Your views

Our performance improvement objectives are also based on those things that matter most to you. Over the past three years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'waste collection and recycling' and 'street cleansing' as priority areas for improvement.










This has been reinforced by the results of our Residents Survey which reveal that:

- 'Improving our parks and green spaces and protecting our natural and built environment' is amongst the top priority for improvement
- Dog mess and dog fouling is the top perceived problem for residents
- 86% of residents state it is important to them to recycle

- 47% of residents would like to use the website to report a problem (eg. littering)

## Looking Back Our Performance since April 2017

Neighbourhood Services Working Group established	
Decrease in black bin waste and increase in blue and brown bin waste	
Reduction in the amount of biodegradable municipal waste sent to landfill	
Increase in the amount of household waste that is recycled	
Over £52k awarded to 25 environmental improvement projects through 'Down Your Street – Live Here, Love Here'	
Reduction in the street cleanliness score across the District	
Downpatrick Household Waste Recycling Centre delayed	

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made, where projects have been subject to delay and the key improvement activities planned for the coming year.

Given the long term nature of the Neighbourhood Services Transformation initiative, this supporting action has been included in the Neighbourhood Services Directorate Business Plan, and will not be progressed in the Performance Improvement Plan 2019-20. Progress will be reported through the Assessment of Performance 2018-19 and future reviews of Directorate Business Plan.

## Going Forward Supporting actions

- Increase and support public participation in local clean up campaigns and initiatives such as 'Live Here, Love Here' and 'Cleaner, Greener Communities'
- Address issues around dog fouling, littering and illegal dumping through the development of the Enforcement Improvement Plan and implementation of the Dog Fouling Strategy
- Undertake targeted awareness raising to communicate the detrimental impact of environmental crime and the importance of recycling
- Standardise how glass is collected across the District
- Open the Downpatrick Household Recycling Centre by Q2 2019-20
- Review Household Recycling Centres across the District, in relation to opening hours, entrance and usage, receipt of waste and license conditions

### Measures of success

- 50% of household waste collected by the Council that is sent for recycling by 2020 (including waste prepared for reuse)
- Reduction in the amount of biodegradable Local Authority collected municipal waste that is landfilled to <20,954 tonnes
- Amount of Local Authority Collected Municipal Waste Arisings
- Reduction in black bin waste and increase in blue and brown bin waste
- Amount of general waste arisings at Household Recycling Centres
- Refuse collection completion rate
- Level of street cleanliness across the District

### Improvements for local communities and stakeholders

- The Council meets landfill and recycling targets
- Efficient and effective recycling, composting, bin collection and cleansing services
- Local communities benefit from living in a cleaner, greener environment
- Improved civic and community pride in the District

<b>Corporate Plan Priorities</b>	Protect our natural and built environment Transform and modernise the Council, providing accessible as well as value for money services
<b>Community Plan Outcome</b>	All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment
<b>Programme for Government Outcome</b>	We live and work sustainably – protecting the environment
<b>Alignment with the 7 aspects of improvement</b>	Strategic effectiveness / Service quality / Service availability / Sustainability / Efficiency / Innovation

## Performance Improvement Objective 5

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

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

#### Why this matters

Social connections and interactions are fundamental drivers for improving the physical, mental and emotional well-being of local people. Newry, Mourne and Down District Council is committed to investing in communities and building their capacity to participate in shaping the services which have an impact on their quality of life. Through the DEA Fora, Policing and Community Safety Partnership, Neighbourhood Renewal Partnerships, PEACE IV Partnership and the Strategic Stakeholder Forum, the Council is empowering local people to have a voice in shaping their future and their District. The success of the 'participatory budgeting'

programme also represents new and innovative ways to empower local people to address issues in their locality.

Community safety remains a key issue across the District, as the number of residents taking responsibility for their personal safety through our 'Neighbourhood Watch', 'Home Secure' and 'Good Morning Good Neighbour' Schemes continues to grow. Home to many different communities, the Council also recognises the significant and diverse role the voluntary and community sector plays in connecting communities and facilitating a sense of belonging to the area. The Council remains committed to building community capacity and supporting local voluntary groups through the annual Financial Assistance Scheme.

### Your views

Our performance improvement objectives are also based on the issues that matter most to you. Over the past three years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'community services' as a priority area for improvement. The consultation also reinforced the need for effective engagement with young people and targeted support for the most vulnerable groups within society, both of which will be addressed going forward.






These findings have been reinforced by the results of the Residents Survey which reveal that:

- 'Improving community relations (Good Relations) and safety, reducing crime and anti-social behavior' and 'supporting our older and most vulnerable residents' are amongst the top priorities for improvement
- 95% of residents feel it is important to invest in creating shared spaces to bring communities together
- 69% of residents feel they have a say on things happening or how services are run in the local area
- 72% of residents agree that their local area is a place where people from different backgrounds get on well together
- 94% of residents feel safe during the day and 87% feel safe after dark

### Looking Back

#### Our Performance since April 2017

Corporate Consultation and Engagement Strategy adopted	
Community and voluntary sectors occupy 52% of places on community engagement structures	
Almost £3m awarded through Financial Assistance Scheme	
1,500 visits to the Ethnic Minority Support Centre in Newry*	

£10.5k awarded to community groups through 'participatory budgeting' programmes	
Age Friendly status achieved from the World Health Organisation	
Youth Council engaged in the development of strategic plans	

\*Between March-September 2018.

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20, and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made and the key improvement activities planned for the coming year.

## Going Forward

### Supporting actions

- Strengthen the level of engagement and participation in the following structures:
  - Policing and Community Safety Partnership
  - Neighbourhood Renewal Partnerships
  - DEA Fora
  - Peace IV Partnership
  - Community and Voluntary Sector Strategic Stakeholder Forum
- Reduce the risk of being burgled and address the fear of crime by encouraging residents to access the following schemes:
  - 'Neighbourhood Watch' Scheme
  - 'Good Morning, Good Neighbour' Scheme
  - 'Home Secure' Scheme
- Through the Financial Assistance Scheme, support local community and voluntary groups to deliver projects across key areas including festivals, sports development, community engagement, good relations, community development, community safety and Irish Language
- Positively engage local groups in Council initiatives, including young people, older people and black and minority ethnic communities
- Explore opportunities to strengthen community engagement in local decision-making through 'participatory budgeting'

### Measures of success

- Number of meetings, events and capacity building programmes, including attendance levels and participation evaluation
- The effectiveness of Council run community engagement structures in facilitating stakeholder participation
- Number of Neighbourhood Watch Schemes
- Number of beneficiaries of the 'Good Morning, Good Neighbour' and 'Home Secure' Schemes
- Number and percentage of financial assistance projects funded and successfully delivered
- Number of visits to the Ethnic Minority Support Centre



- Number of participants aged 0-24 years who complete approved PEACE IV programmes to develop soft skills and respect for diversity by 2020

### **Outcomes for local communities and stakeholders**

- More informed decision-making, policy development and service provision
- Local communities and stakeholders are actively engaged in supporting the work of the Council and its partners
- Decrease in the number of people reporting to live in fear and a reduction in the incidents of burglary
- Community groups receive financial support towards meeting their objectives and delivering projects across a range of themes, including community safety, community relations, good relations, community engagement, community development, Christmas illuminations and capital projects
- Newry Mourne and Down is a more inclusive, cohesive and vibrant District, with confident and empowered communities

<b>Corporate Plan Priority</b>	Empower and improve the capacity of our communities
<b>Community Plan Outcome</b>	All people in Newry, Mourne and Down live in respectful, safe and vibrant communities
<b>Programme for Government Outcomes</b>	We have a more equal society We have a safe community where we respect the law and each other We are a shared society that respects diversity
<b>Alignment with 7 aspects of improvement</b>	Strategic effectiveness / Service quality / Service availability / Fairness / Innovation

## Statutory Performance Indicators and Standards

Section 89 of the Local Government Act (NI) 2014 requires the Council to publish the results of the performance indicators and standards that are set by central government around economic development, planning and waste management.

The seven statutory performance indicators and standards, as outlined in the Local Government Performance Indicators and Standards Order (2015), are set out below:

Ref	Statutory Performance Indicator	Annual Standard
<b>Economic Development</b>		
ED1	The number of jobs promoted through business start-up activity	>155
<b>Planning</b>		
P1	The average processing time of major planning applications	<30 weeks
P2	The average processing time of local planning applications	<15 weeks
P3	The percentage of enforcement cases processed within 39 weeks	70%
<b>Waste Management</b>		
W1	The percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse)	50% by 2020
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled	<20,954 tonnes
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings	85,500 tonnes

The Council has put in place the following arrangements to monitor progress against the standards set for the statutory performance and indicators:

- Inclusion within the Performance Improvement Plan, with progress being monitored on a bi-annual basis by the Strategy, Policy and Resources Committee and Audit Committee.
- Inclusion within Directorate Business Plans, with progress being monitored on a bi-annual basis to the relevant Council Committee.
- Data submissions to Government Departments, with reports being issued to monitor the performance of each Council, outlining regional trends and comparisons.

## Self Imposed Performance Indicators

The Council has identified the following self imposed performance indicators to measure progress in delivering the Corporate Plan 2015-19.

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

The Council has put in place the following arrangements to monitor progress against the self imposed performance indicators:

- Inclusion within the Performance Improvement Plan, with progress being monitored by the Strategy, Policy and Resources Committee and Audit Committee through the annual Assessment of Performance.

- Some performance indicators are included within Directorate Business Plans, with progress being monitored on a regular basis by the relevant Council Committee.

As the Council's performance management arrangements continue to strengthen and embed, the current suite of self imposed performance indicators will be reviewed as part of the development of the Corporate Plan 2019-23, and aligned to community planning outcomes. This will ensure the Council continues to address the needs and aspirations of local communities and deliver sustainable outcomes for all, now and in the future.

## Appendix 1

### Identifying the Performance Improvement Objectives

In 2017-18, Newry, Mourne and Down District Council set performance improvement objectives which covered a number of years and have therefore been carried forward to 2018-19 and 2019-20. Each objective is underpinned by a suite of 'supporting actions' and 'measures of success', with annual milestones included where appropriate.

The performance improvement objectives have been developed in close liaison with elected members and staff across the organisation. Each objective is clearly aligned to the district's community planning outcomes and corporate priorities, as well as other regional and local plans. These plans are outlined below and have been developed using a robust and reliable evidence base, as well as consultation and engagement feedback from key stakeholders. They influence and guide the overall direction of travel for the organisation.

- Programme for Government
- Community Plan for Newry, Mourne and Down 2017-2030, Thematic Delivery Plans and District Electoral Area (DEA) Action Plans
- Newry, Mourne and Down District Council Corporate Plan 2015-2019
- Thematic plans and strategies, including the Tourism Strategy, Economic Regeneration and Investment Strategy and Play Strategy
- Annual Directorate Business Plans

The Council has also taken into consideration performance information from the following sources to support the development of the performance improvement objectives:

- The Northern Ireland Audit Office Audit and Assessment Reports and the 'proposals for improvement', which are currently being progressed
- The Assessment of Performance 2017-18, including progress against corporate priorities, performance improvement objectives and statutory performance indicators and standards for economic development, planning and waste management
- The Mid Year Progress Report for the Performance Improvement Plan 2018-19

### Community Planning Outcomes

The Community Plan for Newry, Mourne and Down provides a framework for collaborative working to deliver positive change for our communities. It sets out the following long term overarching vision and five positive outcomes 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'.**

## Our Outcomes

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



## Corporate Priorities

The Corporate Plan 2015-19 sets out the Council's vision for the district. It ties together a number of plans and strategies that will enable the Council to deliver the following mission and eight priorities. The Corporate Plan will contribute to achieving the overarching vision and outcomes within the Community Plan.

**'Lead and serve a District that is prosperous, healthy and sustainable'**



By 2019, we will have:

<p><b>1</b></p> <p>Become one of the premier tourism destinations on the island of Ireland.</p>	<p><b>2</b></p> <p>Attracted investment and supported the creation of new jobs.</p>	<p><b>3</b></p> <p>Supported improved health and wellbeing outcomes.</p>	<p><b>4</b></p> <p>Protected our natural and built environment.</p>
<p><b>5</b></p> <p>Led the regeneration of our urban and rural areas.</p>	<p><b>6</b></p> <p>Advocated on your behalf specifically in relation to those issues which really matter to you.</p>	<p><b>7</b></p> <p>Empowered and improved the capacity of our communities.</p>	<p><b>8</b></p> <p>Transformed and modernised the Council, providing accessible as well as value for money services.</p>

The Council is currently in the process of developing the Corporate Plan 2019-23. This new plan will provide the strategic context for reviewing the current performance improvement objectives, so that they they continue to have a positive impact on the sustainable quality of life and environment for local communities across the District.

## Alignment with the Strategic Aspects of Improvement

In accordance with the Local Government Act (NI) 2014, each performance improvement objective seeks to bring about improvement in at least one of the following aspects:

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

The table below provides an overview of how Newry, Mourne and Down District Council's performance improvement objectives 2019-20 are aligned with the seven specified aspects of improvement:

Performance Improvement Objective	Seven Aspects of Improvement						
	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities	✓	✓	✓	✓	✓	✓	✓
Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination	✓	✓	✓				✓
Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in	✓	✓	✓	✓	✓		✓
Create a cleaner, greener, more attractive District	✓	✓	✓		✓	✓	✓
Encourage and empower local communities to participate in Council engagement structures and initiatives	✓	✓	✓	✓			✓

The Council has also assessed the performance improvement objectives against the following criteria, and considers them to be:

- Legitimate
- Clear
- Robust
- Deliverable
- Demonstrable

## Equality Screening and Rural Needs Impact Assessment

In accordance with the Section 75 requirements of the Northern Ireland Act (1998), whereby the Council must carry out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations, the Performance Improvement Plan has been subject to an equality screening. The outcome of the equality screening process determined that the Performance Improvement Plan 2019-20 is not subject to an equality impact assessment, with no mitigating measures required.

In accordance with the Rural Needs Act Northern Ireland (2016), the Council has given due regard to rural needs by carrying out a Rural Needs Impact Assessment of the Performance Improvement Plan 2019-20.

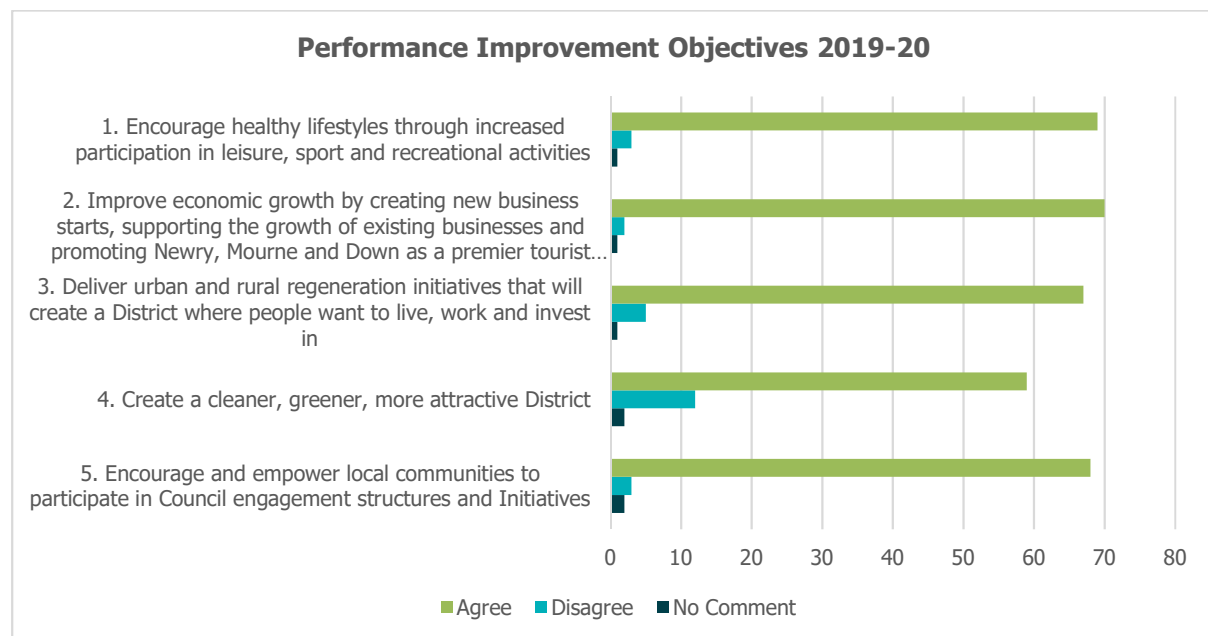
## Consultation and Engagement

The Council is committed to listening to local people and taking on board their views. Over the past three years, the Council carried out extensive consultation and engagement, inviting key stakeholders, including elected members, residents, local businesses and community planning partners to put forward their views on the proposed performance improvement objectives.

This year, the Council consulted on the performance improvement objectives and corporate priorities at the same time, in order to understand the key issues across our District and ensure the organisation is working towards common goals. This integrated consultation and engagement process was made up of the following elements which resulted in a total of 838 completed surveys, in addition to engagement with around 370 stakeholders.

Electronic documentation and survey on the proposed performance improvement objectives 2019-20 on the Council's website and social media channels, and at public reception areas in Newry and Downpatrick	74 respondents
Independent Residents Survey for those aged 16+ with quotas applied for age, gender, social class and District Electoral Area	764 respondents
Engagement with the: <ul style="list-style-type: none"> <li>• District Electoral Area (DEA) Fora, which are made up of Elected Members and independent members representing the voluntary, business and community sectors</li> <li>• Section 75 groups, including Youth Councils, Older Person's Forum and Ethnic Minority Support Centre</li> <li>• Business sector, elected members and employees, including the Senior Management Team and Corporate Management Team</li> </ul>	370 Consultees

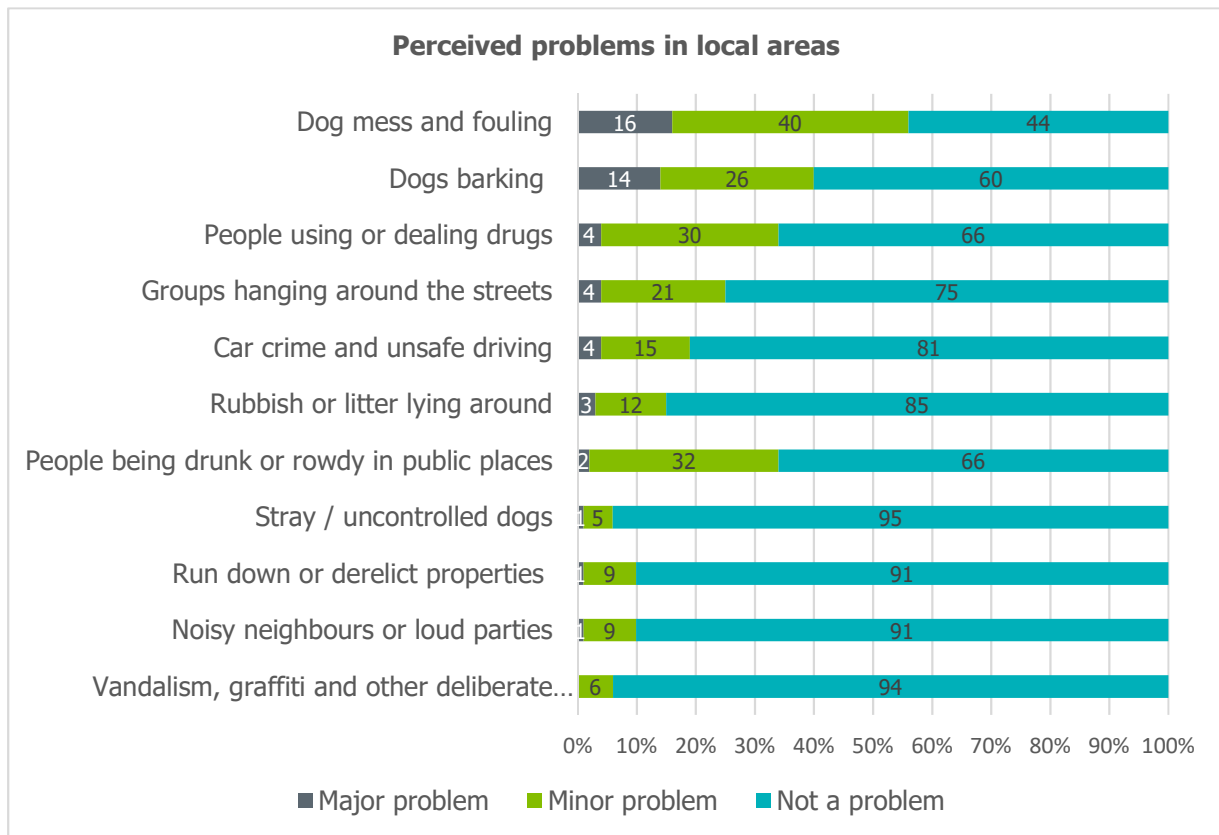
Over the past three years, the consultation and engagement process revealed widespread support for the proposed performance improvement objectives, with almost all respondents agreeing with each of the five objectives.



These findings have been reinforced by the results of the Residents Survey which confirm that the top priorities for improvement are the local economy, health and wellbeing, community relations, good relations, community safety, skills and employability, protecting the environment and managing waste.



These findings are further reinforced by residents, who identify dog mess as the top perceived problem in the local area.



The priority areas for improvement and issues raised through both consultation and engagement processes are clearly aligned to the five performance improvement objectives 2019-20, and will be addressed through the Performance Improvement Plan, and as part of the Council's business planning process.

## Appendix 2

### Achieving Continuous Improvement

Transforming and improving how the Council delivers services and how it is organised is a key priority within the Corporate Plan. Newry, Mourne and Down District Council is committed to developing a 'can do' culture, where managing performance and achieving improvement is everyone's responsibility. In pursuing the corporate vision and priorities, the Council has adopted five core values which are fundamental to everything it does.

We will be:	What this means:
Citizen focused	The Council will actively encourage citizen and community engagement, as well as be a listening and responsive Council
Accountable	The Council will make decisions based on an objective assessment of need and operate in a transparent way as well as openly reporting on our performance
Collaborative	The Council will actively encourage and pursue working in partnership at all levels to deliver for our District
Sustainable	The Council will take into account the social, economic and environmental impacts of our decisions on current and future generations
Fair	The Council will proactively target actions at those which are marginalised in our community

The Council has put in place a number of frameworks and systems to drive forward continuous improvement and facilitate a performance improvement culture. These include the Business Planning and Performance Management Framework, Policy Development Framework, Equality Scheme, Governance Framework and Risk Management Policy.

The Council also assesses how performance compares with other Councils. Newry, Mourne and Down District Council is working with the Association of Public Service Excellence to benchmark performance against the performance of Councils across Northern Ireland and other jurisdictions. This information is being used to collate a robust and reliable evidence base, in order to identify and address future areas for improvement.

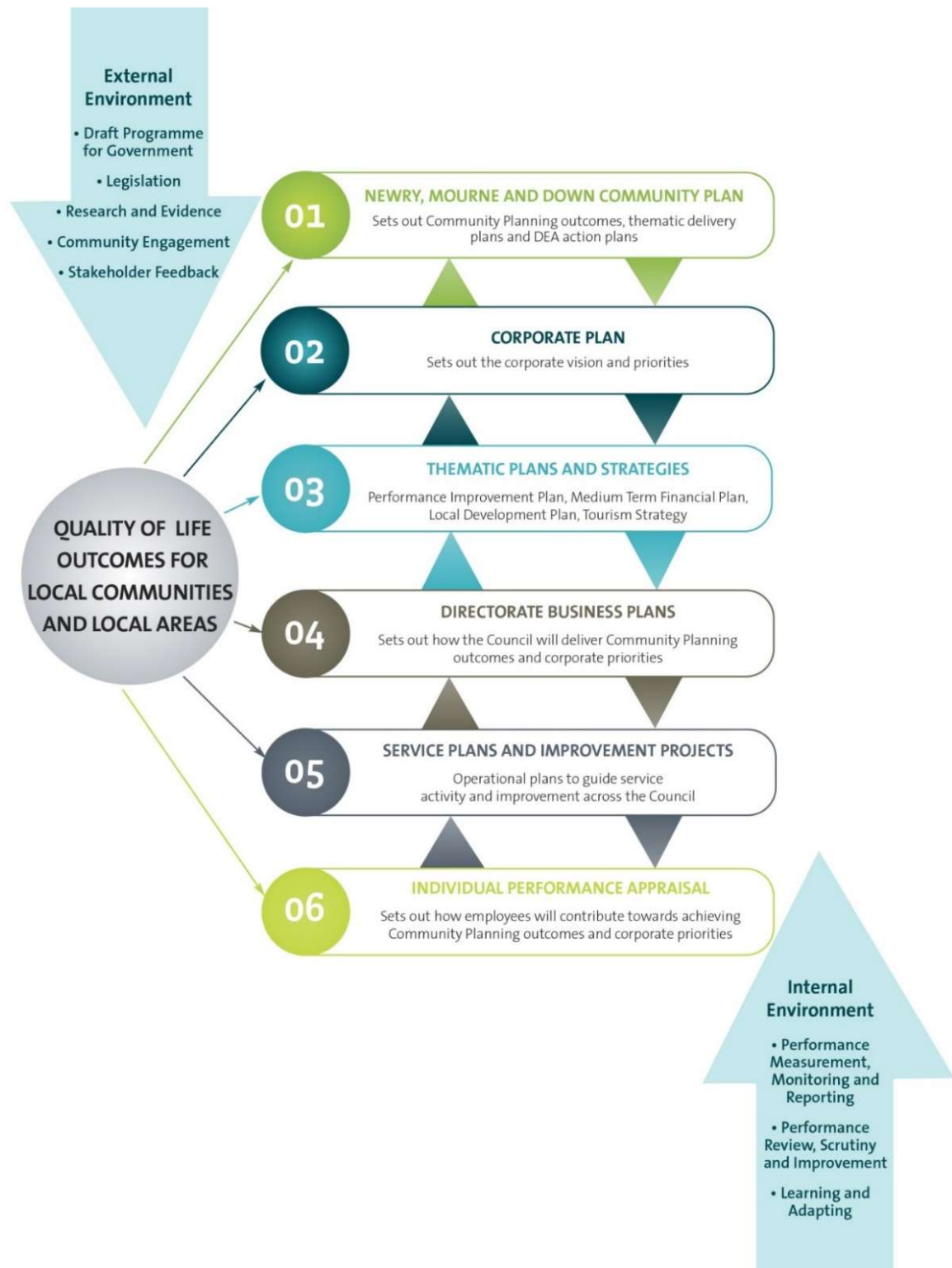
The Performance Improvement Plan underpins the Council's overall approach to effective performance management. It supports the Council in identifying more efficient and effective ways of working to facilitate the achievement of community planning outcomes, corporate priorities and Directorate objectives, which together support the implementation of the Business Planning and Performance Management Framework.



## Appendix 3

### Business Planning and Performance Management Framework

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.



The Community Plan and Corporate Plan sit within a hierarchy of plans that informs the Council's overall direction of travel and guides all activity within the organisation. Community planning outcomes and corporate priorities are cascaded across the organisation through thematic plans and strategies and Directorate Business Plans. Performance indicators are also being developed at all levels across the Business Planning and Performance Management Framework, in order to ensure performance is measured, monitored and evaluated on a continuous basis. The Council remains committed to developing and progressing Service Plans and Individual Performance Appraisals which will demonstrate how employees contribute to the achievement of community planning outcomes and corporate priorities.

Through the Business Planning and Performance Management Framework, the Council will manage performance at all levels across the organisation, in order to ensure the necessary steps are taken to secure continuous improvement in the exercise of functions. Each level of the Business Planning and Performance Management Framework is, and will be, accompanied by a relevant set of performance indicators to monitor and assess the Council's progress in improving the quality of life for local communities.

The table below provides a description of the various plans and strategies that form part of the Council's Business Planning and Performance Management Framework.

Community Plan	The Community Plan for Newry, Mourne and Down sets out the long term vision for improving the economic, social and environmental wellbeing of the District. Developed in collaboration with partners across the statutory, business and voluntary sectors, the Community Plan is supported by four Thematic Delivery Plans and seven DEA Action Plans, which seek to deliver the five community planning outcomes at a local level. Progress in implementing the Community Plan is reviewed on a biennial basis.
Corporate Plan	The Corporate Plan 2015-19 sets out the vision, values and corporate priorities for the Council. Each corporate priority is underpinned by 'supporting actions' and 'measures of success'. Progress in delivering the Corporate Plan is reported annually through the NMD Connect Newsletter and Assessment of Performance.
Thematic Plans and Strategies	The Council has put in place a number of Thematic Plans and Strategies to support the implementation of the Community Plan and Corporate Plan, including the Performance Improvement Plan, Medium Term Financial Plan, Tourism Strategy and Play Strategy. These plans provide the strategic context for multiple programmes of work across the organisation.
Directorate Business Plans	Business Plans are developed annually and seek to demonstrate how Directorates contribute to the achievement of community

	<p>planning outcomes, corporate priorities and performance improvement objectives. Directorate Business Plans include suites of key performance indicators to measure progress and drive continuous improvement, with performance being monitored and reviewed annually and bi-annually by the relevant Committee.</p>
<p>Service Plans and Improvement Projects</p>	<p>Service Plans and Improvement Projects are operational and will set the direction for service areas across the Council. They will outline how each service supports the delivery of community planning outcomes, corporate priorities and performance improvement objectives, and will include key performance indicators. Service Plans will provide a mechanism to manage performance consistently across the organisation and identify operational improvement projects on a continuous basis.</p>
<p>Individual Performance Appraisal</p>	<p>The Council recognises the significant role employees play in contributing to the achievement of the Community Plan, Corporate Plan, Thematic Plans and Strategies and Directorate Business Plans. The Council remains committed to progressing Individual Performance Appraisal further, in order to demonstrate the crucial link between the work of employees and the outcomes experienced by local communities and other key stakeholders.</p>

## Appendix 4

### Governance Arrangements

Reviewing performance and reporting progress to elected members and other key stakeholders is very important, as it facilitates transparency, accountability and improvement in everything the Council does. The governance arrangements to develop, monitor, report and review the Council's progress in implementing the Performance Improvement Plan 2019-20 are outlined below:



The Council must publish an Assessment of Performance by 30 September 2019. This assessment will provide an overview of how the Council has performed during 2018-19, against its performance improvement objectives, statutory performance indicators and standards for economic development, planning and waste management and self imposed performance indicators. The Assessment of Performance will be published on the Council's website and is supplemented by the Mid Year Progress Report for the Performance Improvement Plan 2018-19.

The arrangements the Council has put in place to secure continuous improvement are subject to an annual audit and assessment by the Northern Ireland Audit Office. The outcome of the Performance Audit and Assessment is expected in November 2019. Subject to the General Duty of Improvement being met, the Northern Ireland Audit Office will issue a Letter of Assurance to both the Council and Department for Communities.

# How to Propose New Performance Improvement Objectives

Newry, Mourne and Down District Council welcomes your ongoing feedback on the performance improvement objectives 2019-20, as well as any suggestions you may have on how services can be improved in the future.

The Council can be contacted in the following ways:

**In writing:** Kate Bingham  
Head of Performance and Improvement  
Newry, Mourne and Down District Council  
O'Hagan House  
Monaghan Row  
Newry  
Co Down  
BT35 8DJ

**Telephone:** 0300 013 2233

**Email:** [kate.bingham@nmandd.org](mailto:kate.bingham@nmandd.org)