Performance Improvement Plan 2021-22



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Cathaoirleach Chairperson Councillor Cathy Mason



Príomhfheidhmeannach Chief Executive Marie Ward

Réamhrá

Seo chugat Plean Feabhsúcháin Feidhmíochta Chomhairle Ceantair an Iúir, Mhúrn agus an Dúin 2021-22. Bhí an bhliain seo caite neamhchosúil le bliain ar bith roimhe seo, tháinig ár gcathair, mbailte agus sráidbhailte chuig lánstad agus muid ag dul i ngleic le paindéim Covid-19 le chéile. Bhí impleachtaí na paindéime le braith ag gach duine, gnólachtaí áitiúla, grúpaí pobail agus clubanna spóirt san áireamh. Thug sé dúshlán dúinn athmhachnamh a dhéanamh ar an bhealach a oibríonn muid, na seirbhísí a sholáthraíonn muid agus an bealach a sholáthraíonn muid iad. Mar Chomhairle. nuair a amharcann muid siar le machnamh a dhéanamh ar an bhliain seo a chuaigh thart, is féidir linn a bheith bródúil as an mhéid a bhfuil bainte amach againn.

Lean muid ag soláthar seirbhísí riachtanacha, bailiúcháin bhruscair, glanadh sráideanna, sláinte comhshaoil agus ár gcóras clárúcháin san áireamh. D'oibrigh muid in éineacht lenár gcomhpháirtithe phleanáil phobail chun 18,407 dáileacht bhia a chur ar fáil dár dteaghlaigh is leochailí. Thacaigh muid le 367 gnó áitiúil agus fiontar sóisialta, chuidigh muid le 60 post nua a chruthú agus bhronn muid thart ar £1.1m chun tacú le gnóthaí áitiúla dul i ngleic leis an

phaindéim. Nasc muid le níos mó daoine ná riamh trínár n-ardáin mheán sóisialta agus rinne cuid mhór dár gcónaitheoirí athcheangal le háilleacht nádúrtha ár gCeantar trí chuairt a thabhairt ar ár bpáirceanna foraoise, tránna agus sléibhte iontacha.

Agus muid ag teacht amach ó bhuaic na paindéime, baineann 2021-22 le téarnamh COVID-19. Trí chuspóirí feabhsúcháin feidhmíochta na bliana seo, tá pleananna curtha i bhfeidhm againn chun díriú ar na rudaí is tábhachtaí duit - caighdeán ár bpáirceanna agus ár spásanna oscailte a fheabhsú, an geilleagar áitiúil a fhás, glaineacht ár gCeantar a fheabhsú, acmhainn na bpobal áitiúil a chothú, chomh maith le feidhmíocht ár Seirbhís Pleanála a fheabhsú. Tá muid muiníneach go leanfaidh an Chomhairle ar aghaidh ag feabhsú caighdeán marachtála don phobal áitiúil, agus ag tógáil Cheantair gur féidir linn uilig a bheith bródúil as.

Foreword

Welcome to Newry, Mourne and Down District Council's Performance Improvement Plan 2021-22. The past year has been a year like no other when our city, towns and villages came to a standstill as we collectively

responded to the Covid-19 pandemic. The pandemic has been tough on everyone, including local businesses, community groups and sports clubs, and has challenged us to re-think the way we work, the services we provide and the way we provide them. As a Council, when we look back and reflect on the past year, we can be proud of our achievements.

We continued to provide essential services, including refuse collection, street cleansing, Environmental Health and Registration. We worked alongside our community planning partners to deliver 18,407 food parcels to our most vulnerable households. We supported 367 local businesses and social enterprises, helped create 60 new jobs and awarded approximately £1.1m to assist local businesses in responding to the pandemic. We engaged more people than ever through our social media platforms and many of our residents re-connected with the natural beauty of our District by visiting our wonderful forest parks, beaches and mountains.

As we emerge from the peak of the pandemic, 2021-22 is all about COVID-19 recovery. Through this year's performance improvement objectives, we have put in place plans to focus on what matters most to you - improving the

quality of our parks and open spaces, growing the local economy, improving the cleanliness of our District, building the capacity of local communities and improving the performance of our Planning Service.

We remain confident that the Council will continue to improve the quality of life for all local communities and build a District we can all be proud of.

Introduction

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 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.

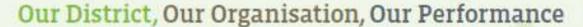
The performance improvement objectives do not describe every improvement the Council plans to make during 2021-22. Alternatively, they provide an overview of how the Council will address the issues which matter most to local communities. The Performance Improvement Plan outlines the Council's objectives 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 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 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 a robust and reliable evidence base, including performance trends
- ✓ Aligned to the seven strategic aspects of improvement
- ✓ Legitimate, clear, robust, deliverable and demonstrable





District

Population: 181,368

Households: 67,222

7 District Floctoral Areas

41 Bected Members

1,000+ employees

87% of residents are satisfied with the Council.

Community

Life expectancy: Male: 79.2 years / Female: 83.3 years

Age Proffle: 0-15 years: 23% / 65+ years: 16%

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 eark

113 Neighbourhood Watch Schemin

18,407 food parcels delivered to vulnerable households.

Economy

Employment rate: 73.6%

ILBES VAT Registered Busineses

Average workly curnings 6560 (tol) time!

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

181 new trushess starts supported and 154 new jobs promoted through business start activity



Tourism

Between 2018 and 2019

15% increase in stattor numbers, to \$36,269

21% Increase in withor spend to EBX7m

Three Areas of Outstanding Natural Beauty

Health and Wellbeing

70% of residents fael they are in very good or good health

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

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

1m+ recorded with to Council parks and open spaces.

Environment

Recycling is Important to 65% of visidents

Top perceived pretiers for restricts: Sog mass and hading

Nacycling rate: 53.3%

thouse to blue and brown his regristre waste





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

Why this matters

You told us that:

- 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
- 100% of respondents to our survey agreed with this objective

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.

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.

Looking Back: What we did in 2020-21

(:)

New counter systems installed at Kilbroney and Slieve Gullion Forest Parks



3 'blue flag' beaches and 4 'green flag' parks



84% of visitors are satisfied with Warrenpoint Park and 89% agree the park enhances their local quality of life



97,281 recorded visits at four community trails

Looking Forward: What we will do in 2021-22

- Continue to develop the district's bid to achieve UNESCO Global Geopark designation
- Invest in new facilities at Kilbroney Park and Rostrevor Forest, Tyrella beach, Slieve Gullion Forest Park and Delamont Country Park
- 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
- Retain blue flag accreditation for Cranfield, Murlough and Tyrella beaches
- Build three new play parks and upgrade two existing play parks

		•	ee new com	•			
		-	d visitor mar	iagement a	cross all Co	uncil park	ks and
How we will me		n spaces	2018-19	2010 20	2020-21	Chahus	2021 22
	easure	2017-18 Actual	Actual	2019-20 Actual	Actual	Status Trend	2021-22 Target
Success Number of recorded	d vicito atu	Actual	Actual	Actual	Actual	Henu	rarget
Kilbroney Park*	i visits at.	447,616	453,704	454,848	584,148		
Slieve Gullion Fores	t Park*	341,888	253,376	366,444	183,712	_	No
Carlingford Lough G		J-1,000 -	40,219	73,138	47,005	+	targets
Warrenpoint Munici		-	-	205,126	119,600	∇	143,500
Community trails		45,289	46,044	56,348	97,281	Δ	No target
Number of parks wi flag accreditation	th green	2	3	3	4	Δ	5
Number of parks wi flag heritage accred	litation	-	-	-	1	Δ	2
flag accreditation**					3		
Level of satisfaction Council's forest park	ks Baseline to de established						
Number of new/upg parks****	graded play	-	17	9	0	∇	5
see by March 2022	 Improvements to the Council's parks, beaches 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 						
Alignment	• FIVE	e new/up	graded play p	diks and u	iree new co	ommunity	ualis
Alignment Corporate Plan 2021-23	 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	 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		We all enjoy long, healthy, active livesPeople want to live, work and visit here					
7 aspects of	Strateg	ic (Service qualit		irness	Inno	vation
Responsible Officer	effectiveness 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 new counter systems were installed and the annual datasets cannot be compared. The recorded number of visits at Warrenpoint Park reduced due to the closure of the park and reduced number of events/activities.

^{**2018-19} visitor numbers for the Carlingford Lough Greenway covers 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.

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

Why this matters

You told us that:

- 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
- 93% of respondents to our survey agreed with this objective

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, many employees have been furloughed, there have been 500 confirmed redundancies and the claimant count for unemployment benefit has increased by 103% when compared to 2019.

To support the economic recovery of the District, the Council has issued approximately 807 letters of offer, with a combined value of approximately £1.1m 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' 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.

Looking Back:What we did in 2020-21



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



40 social enterprise businesses supported and 13 new social enterprise jobs created



327 businesses supported and 47.5 jobs created through 'NMD Growth', 'Digital Growth' and 'Tender for Growth'



5,004 mentoring hours, 22 workshops and 8 thematic programmes delivered through 'NMD Growth', 'Digital Growth' and 'Tender for Growth'



Up to 1,000 businesses engaged in the #re:Launch Leadership Summit and 400 participants took part in NMD Enterprise Week

Looking Forward:

• Implement a District wide marketing campaign to revitalise our local economy and safely stimulate footfall across our District

What we will do in 2021-22

- 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 'Sales and Trade'
- Support the creation of new jobs and businesses in coastal areas through SEAFLAG 2

c. i. e a g.						
How we will measure success	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	Status Trend	2021-22 Target
Number of business plans approved through NI 'Go For It'*	245	300	298	266	\triangleright	312
Number of new business starts created through NI 'Go For It'	167	204	203	181		187
Number of new jobs promoted through NI 'Go For It'	168	184	183	164	○	>155
Number of social enterprise start- ups supported	12	9	10	12	Δ	12
Number of social enterprise jobs created	16	15	12	14	Δ	12
Number of businesses supported through 'NMD Growth'	New	79	198	198		128
Number of jobs created through 'NMD Growth'	IVEVV	11	24	36	Δ	64
Number of businesses supported through 'Digital Growth'				90	-	90
Number of jobs created through 'Digital Growth'				5.5	-	50
Number of businesses supported through 'Tender for Growth'	Nov	v programr	nos	39	-	81
Number of jobs created through 'Tender for Growth'	INEV	v programi	1165	6	-	40
Number of businesses supported through 'Sales and Trade'				-	-	80
Number of jobs created through 'Sales and Trade'					-	40
Number of new jobs created in coastal areas (SEAFLAG 2)**	New		7	7	-	Mar 2023: 5.5
Number of new businesses created in coastal areas (SEAFLAG 2)	programr	ne	1	1	-	Mar 2023: 2

What you will see by March 2022

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

	 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	 Invest in and support new and growing businesses, job creation and employment skills 				
Community Plan	 All people from Newry, Mourne and Down benefit from prosperous communities 				
Programme for Government	 Our ecception 	 Everyone can reach their potential Our economy is globally competitive, regionally balanced and carbon neutral 			
7 aspects of improvement	Strategic effectiveness	Service quality	Service availability	Innovation	
Responsible Officer	Dire	ector: Enterprise, Reg	generation and Tou	ırism	

^{*}There was a dip in performance during Q1 2020-21 which is attributed directly to the Covid-19 pandemic.

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

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

Why this matters

You told us that:

- 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
- 98% of respondents to our survey agreed with this objective

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.

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 Enforcement Improvement Plan will help generate local pride in having a cleaner, greener District for everyone to enjoy.

Looking Back: What we did in 2020-21

(:)

Continued to issue fixed penalty notices and support community clean ups



Achieved an average recycling rate of 53.3%



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

- Address issues around littering, fly tipping and dog fouling by:
 - 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

	articipate in th ampaign	e Keep NI	Beautiful	`Live Here	Love Her	e′
How we will measure	2017-18	2018-19	2019-20	2020-21	Status	2021-22
success	Actual	Actual	Actual	Actual	Trend	Target
LEAMS score (Keep NI Beautifu Cleanliness Index)	/2	72	64	-	∇	68
Number of fixed penalty notice issued (littering, fly tipping and dog fouling)	l 72	54	83	52	∇	90
Number of fixed penalty notice paid (littering, fly tipping and c fouling)	log 58	50	72	24	∇	72
Number of community clean up supported**	os 100	100	94	33	∇	60
Number of 'Live Here Love Here environmental projects	e' 16	27	34	24	∇	No target
The percentage of household waste collected by District Councils that is sent for recycli	46.1%	51.4%	53.7%	(Q1-Q3) 53.3%	(i)	50% by 2020
The amount of biodegradable Local Authority Collected Municipal Waste that is landfille	2,612t	1,846t	2,131t	(Q1-Q3) 1,777t	\bigcirc	<20,954 tonnes (2019-20)
The amount of Local Authority Collected Municipal Waste arisi	ngs 81,483t	82,136t	84,610t	(Q1-Q3) 65,583t	D	No target
see by March 2022 • R ti • Ir fc • O in • T • A pr	fouling Opportunities to engage in community clean ups and participate in the 'Live Here Love Here' campaign					
Alignment Corporate Plan 2021-23	nhance, protec	ct and pro	mote our	environme	nt	
Community Plan • A	All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment					
Programme for Government • W	e live and wo	rk sustaina	ably - prot	ecting the	environm	ent
7 aspects of Strate improvement effective	_	vice ability	Innov	ation	Susta	ainability
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 fixed penalty notices issued and community clean ups supported due to the COVID-19 pandemic and social restrictions.

^{***}The Q1-Q3 2020-21 data for the statutory waste management performance indicators remains provisional and will be finalised when the year-end data is validated and published by DAERA.

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

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

Why this matters

You told us that:

- 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
- 95% of respondents to our survey agreed with this objective

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 2,242 applications across a range of thematic areas including community engagement, summer schemes and festivals.

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.

Going forward, the number of projects funded may reduce as applications are now scored and ranked, in line with the new Financial Assistance Policy, and demand for funding generally exceeds the level of funding available.

	Turiu	ing available.
Looking Back:	(:)	£731k awarded to 377 projects across 18 thematic areas
What we did in	(:)	Electronic Grant Management System launched and online training
2020-21		module developed
	(:)	Newry, Down and Kilkeel Leisure Centres temporarily converted to
		food distribution hubs between March-August 2020
	(:)	18,407 food parcels delivered to vulnerable households and 144
		community organisations enlisted as volunteers
Looking	•	Launch 3 financial assistance calls across 19 thematic areas to
Forward:		support the delivery of community led projects

What we will do in 2021-22	 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 m	neasure	2017-18	2018-19	2019-20	2020-21	Trend	2021-22
success		Actual	Actual	Actual	Actual	Hend	Target
% of successful file assistance applica		68%	71%	71%	72%		74%
% of financial ass applications funde	ed*	68%	71%	71%	64%	∇	No target
Number of views of training module			New perf	formance m	easure		100
Number of online building sessions	delivered		New perf	formance m	easure		2
Number of particip beneficiaries of th Assistance Schem	e Financial	New p	erformance	e measure (baseline to	be establ	ished)
What you will see by March 2022	through t Improved financial a Voluntary objective Represen empower Improved	 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	l .		rt people t communitie	to engage es	in inclusiv	e and div	/erse
Community Plan	All people and vibra		• •	and Dowi	n live in re	espectful,	safe
Programme for Government	 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		rvice lability	Fairr	ness	Inno	vation
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 some themes were scored and ranked, based on the funding available.

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

Why this matters

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. 98% of respondents to our survey also agreed with this objective.

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.

Looking Back:What we did

What we did between April-December 2020



Processed 39.2% of planning enforcement cases within 39 weeks, which is below the regional average of 69.2%



Average processing time of 19.6 weeks for local planning applications, which is above the regional average of 17.8 weeks



Average processing time of 64.6 weeks for major planning applications, which is above the regional average of 61.8 weeks

Received 1,177 planning applications and decided on 1,038, which is



the highest across Northern Ireland

Reduced the number of live enforcement cases, particularly those in



What we will do in 2021-22

- 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	2020-21 Q1/Q2/Q3 Actual	Status Trend	2021- 22 Target
Average processing time for local planning applications (weeks)	17	18	20.6	19.6	(S)	<15 weeks
Average processing time of major planning applications (weeks)	127.6	76.6	94	64.6	(S)	<30 weeks
Percentage of planning enforcement cases progressed within 39 weeks	59.9%	52.9%	36.2%	39.2%	(S)	70%
Number of planning applications in the system for 12 months or more	197	224	183	187		150

the system for more than 12 months

improvement Responsible Officer	effectiveness availability Director: Enterprise, Regeneration and Tourism						
7 aspects of	Strategic		vice	Sustain	ability	Efficie	ncv
Programme for Government	People want to live, work and visit here						
Community Plan		All people in Newry, Mourne and Down benefit from prosperous communities					
Corporate Plan 2021-23	Provide ac continuous	•	• . ,	and integ	rated servi	ces throug	gh
will see by March 2022	 Improved processing times for local and major planning applications Improved processing times for planning enforcement cases Reduction in the number of live planning applications and enforcement cases in the system An empowered and motivated workforce Increased confidence in the Planning system Sustainable development and regeneration of the District 						
Number of enforce system 12 months What you	ement cases in the sor more • A more eff	571 ficient and	734 effective r	620 planning se	551 ervice	Δ	450
Number of plannir the system for 12	months or less	675	800	685	788	∇	700

^{*}Annual 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

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					
Economic	Economic Development						
ED1	The number of jobs promoted through business start-up activity	>155					
Planning							
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%					
Waste Mar	nagement						
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 (2019-20 target)					
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 by 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 2021-23.

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

Advocate with others for the benefit of all people of the District Compliance with the Duty of Community Planning / monitor delivery of outcomes with partners

Percentage of residents who are satisfied with their local area as a place to live

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 bi-annual basis by the relevant Council Committee.

These performance indicators are 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.

Identifying the Performance Improvement Objectives 2021-22

The performance improvement objectives 2021-22 have been developed in close liaison with elected members, Senior Management Team, Corporate Management Team and employees across the organisation. Each objective is underpinned by a suite of 'supporting actions' and 'measures of success'. They are clearly aligned to the Community Plan and Corporate Plan 2021-23, as well as other regional and local plans, particularly the Council's Business Plans which have been developed by each Directorate. These plans influence and guide the overall direction of travel for the organisation.

- Draft Programme for Government
- Community Plan for Newry, Mourne and Down 2017-2030, Priority Actions Areas and District Electoral Area (DEA) Action Plans
- Newry, Mourne and Down District Council Corporate Plan 2021-23
- Thematic plans and strategies, including the IT Strategy and Regeneration and Economic Development Strategy
- Annual Directorate Business Plans 2021-22

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

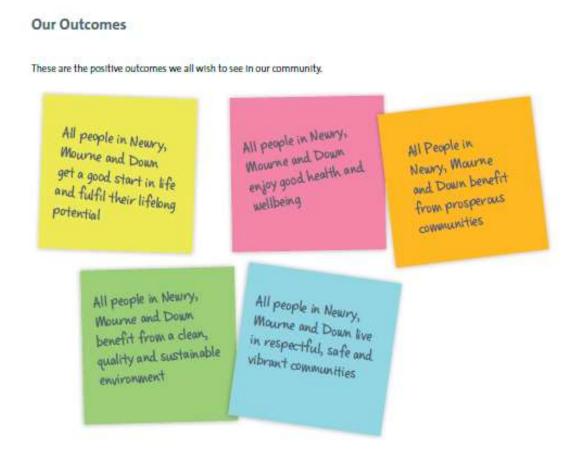
- The Northern Ireland Audit Office Audit and Assessment Reports and the 'proposals for improvement', which are currently being progressed
- The Assessment of Performance 2019-20, including progress against corporate priorities, performance improvement objectives and statutory performance indicators and standards for economic development, planning and waste management

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'.

The Community Plan sets out the following five positive outcomes:



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

The Corporate Plan 2021-23 sets out the following mission statement and eight strategic objectives:

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



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

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.



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

We will help to reduce health inequalities and improve the quality of life for all by contributing fully to programmes, services, facilities and amenities.



Enhance, protect and promote our environment

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.



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

We will support and advocate for increased investment and development in tourism which promotes our unique assets and increases visitor satisfaction and spend.



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

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



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

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.



Provide accessible, high-quality and integrated services through continuous improvement

We will build a high performing Council, fit for the future, that delivers efficient and effective services for the benefit of all



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

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.

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 outlines how Newry, Mourne and Down District Council's performance improvement objectives 2021-22 are aligned with the seven specified aspects of improvement:

	Seven Aspects of Improvement						
Performance Improvement Objective	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
We will promote healthier lifestyles by increasing participation in physical activity	✓	✓		✓			✓
We will grow the economy by supporting local businesses and creating new jobs	✓	✓	✓				✓
We will improve the cleanliness of our District by reducing littering, fly tipping and dog fouling	✓		✓		✓		✓
We will build the capacity of local communities through the Financial Assistance Scheme and DEA Forum initiatives	✓		✓	✓			✓
We will improve the average processing times of planning applications and enforcement cases by implementing the recommendations from the Planning Service Review	✓		✓		✓	✓	

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 2021-22 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 2021-22.

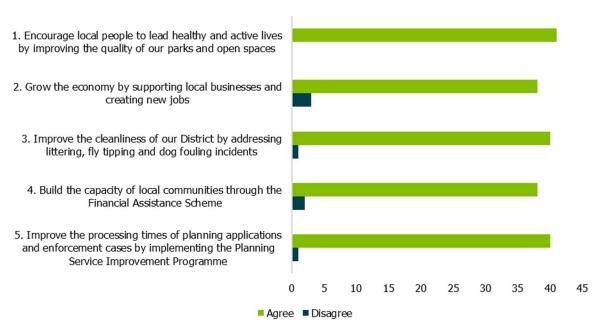
Consultation and Engagement

The Council is committed to listening to local people and taking on board their views. Since 2017, the Council has 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 consultation and engagement process resulted in 41 completed surveys and engagement with 100 stakeholders. This response has been supplemented by the input of 1,345 respondents to the consultation on COVID-19 and the Corporate Plan in 2020 and Residents Survey in 2018.

Electronic documentation and survey on the draft performance improvement objectives 2021-22 on the Council's website and social media platforms	41 respondents
 Seven District Electoral Area Forums which are made up of Elected Members and independent members representing the voluntary, community and business sectors Section 75 groups, including the Older Persons Forums in Newry and Downpatrick, Newry and Mourne Youth Council and Cedar Foundation 	100 consultees
Electronic survey and focus groups on the impact of COVID-19 and the Corporate Plan 2021-23 (September 2020)	560 respondents to survey 21 participants in focus groups
Residents Survey (September 2018)	764 respondents

The consultation responses revealed widespread support for the proposed performance improvement objectives, with almost all respondents agreeing with each of the five objectives.





The areas for improvement and issues raised through the overall consultation and engagement processes are clearly aligned to the five performance improvement objectives 2021-22, and will be addressed through the Performance Improvement Plan, and as part of the Council's business planning process.

Achieving Continuous Improvement

Transforming and improving how the Council delivers services is a key objective 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 objectives, the Council has identified the following three core values:

We will be:	What this means:
Accountable	We will be accountable for hoe we plan for and use resources sustainably
Collaborative	We will work in partnership with others
Transparent	We will be transparent in how we make decisions

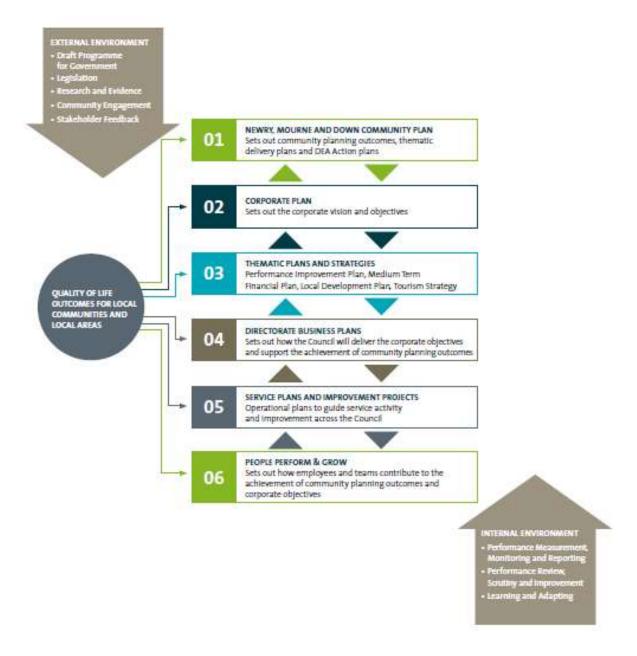
The Council has put in place a number of frameworks and systems to drive forward continuous improvement and facilitate a performance improvement culture. These include the Business Planning and Performance Management Framework, Policy Development Framework, Equality Scheme, Governance Framework and Risk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

Business Planning and Performance Management Framework

The Council's Business Planning and Performance Management Framework drives and provides assurance that community planning outcomes, corporate objectives and performance improvement objectives are being delivered, with the primary goal of making life better for our citizens.



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 objectives are cascaded across the organisation through thematic plans and strategies and Directorate Business Plans. Performance indicators continue to be 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.

During 2021-22, the Council will progress the development of Service Plans and roll out of Individual Performance (People Perform Grow), both of which seek to demonstrate the 'line of sight' between the work of employees and how they contribute to the achievement of community planning outcomes and corporate objectives.

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 measures to monitor and assess the Council's progress in improving the quality of life for local communities.

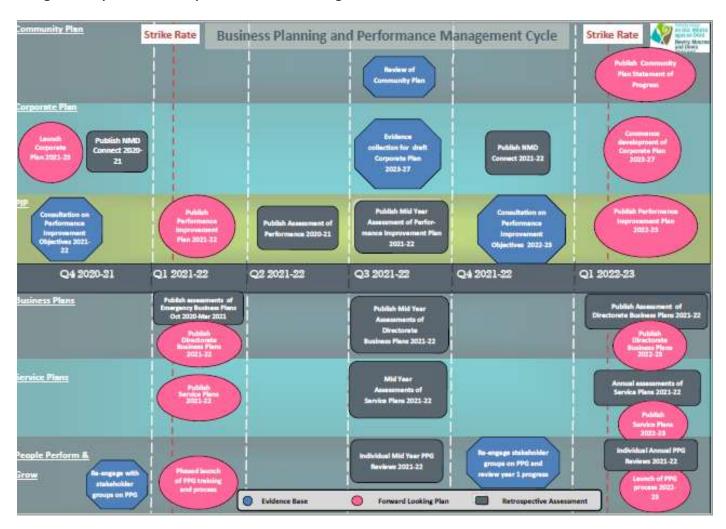
The table below provides a description of the various plans and strategies that form part of the Council's Business Planning and Performance Management Framework.

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 underpinned by Priority Actions Areas 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 2021-23 sets out the vision, values and strategic objectives for the Council. Each strategic objective 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 and Regeneration and Economic Development Strategy. These plans provide the strategic context for multiple programmes of work across the organisation.
Directorate Business Plans	Business Plans are developed annually to demonstrate how Directorates contribute to the achievement of community planning outcomes, corporate objectives and performance improvement objectives. Directorate Business Plans include suites of key performance measures to measure progress and drive continuous improvement, with performance being monitored and reviewed bi-annually by the relevant Committee.
Service Plans and Improvement Projects	Service Plans and Improvement Projects are operational and set out the direction for service areas across the Council. They outline how each service contributes to the delivery of community planning outcomes, corporate objectives and performance improvement objectives, include key performance measures and provide a mechanism to manage performance consistently across the organisation.

People Perform Grow

The Council recognises the significant role employees play in contributing to the achievement of the Community Plan, Corporate Plan, Thematic Plans and Strategies, Directorate Business Plans and Service Plans. People Perform Grow will demonstrate the link between the work of employees and how they contribute to the achievement of key plans and strategies, as well as the outcomes experienced by local communities.

The Business Planning and Performance Management Framework is complemented by the integrated cycle of activity outlined in the diagram below.



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 2020-21 are outlined below:

Full Council

- Approval of the annual Performance Improvement Plan
- · Mid year progress report
- · Annual performance assessment

Strategy, Policy and Resources Committee

- · Scrutiny, challenge and approval of the annual Performance Improvement Plan
- · Mid year progress report
- · Annual performance assessment

Audit Committee

- · Provide assurance that performance management arrangements are robust and effective
- Mid year progress report
- · Annual performance assessment

Senior Management Team

- · Lead the development of the annual Performance Improvement Plan
- · Mid year progress report
- · Annual performance assessment

The Council must publish an Assessment of Performance by 30 September 2021 which will provide an overview of how the Council has performed during 2020-21. 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 2021-22.

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 2020. 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.

Performance Improvement Objectives 2017-20 A snapshot of the past three years

In 2017-18, the Council set performance improvement objectives which were medium term and carried forward to 2018-19 and 2019-20. Many of the supporting actions and targets which underpin these objectives, have now been achieved, and all performance improvement objectives have therefore been reviewed and updated for 2021-22.

Performance Improvement Objective	Key achievements 2017-20	Status Trend
Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities	Newry and Down Leisure Centres open and operational	\odot
	12.7% increase in attendances at indoor leisure facilities / Target exceeded	Δ
	73.5% customer satisfaction rating with indoor leisure facilities	\odot
	3,516 children and young people took part in Community Play and other leisure initiatives	\odot
	25,761 enrollments on Everybody Active 2020	\odot
	Implementation of Play Strategy and Sports Facility Strategy well underway	\odot
	Plans to develop the Albert Basin Park, Newry are progressing	\odot
	The majority of residents are physically active for 30 minutes per week and are in good health	\odot
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	574 new businesses and 535 jobs promoted through the NI Business Start Programme	\odot
	31 social enterprise start ups created and 43 social enterprise jobs created	\odot
	198 business supported through 'NMD Growth'	\odot
	Employment rate increased from 65.6% to 73.6%	Δ
	29 businesses supported and 133 jobs created through the Rural Business Investment Scheme	\odot
	£2.3m secured to invest in the fishing dependent communities of Kilkeel, Annalong and Ardglass	\odot
	Newry, Mourne and Down Economic Development Strategy 2020-25 adopted	\odot
	Planning application for phase 2 of the Carlingford Lough Greenway submitted	<u>=</u>
	113,357 pedestrians and cyclists used the Greenway since September 2018	\odot
	The Giant Adventure Festivals attracted over 360,000 visitors with an average satisfaction rating of 96%	\odot

	Decrease in tourist visitor numbers and spend	∇	
Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in	Warrenpoint Municipal Park restored and re-opened, attracting 205,126 visitors in 2019-20		
	Newry/Warrenpoint Revitalisation Schemes and Downpatrick/Newry Hill Street Environmental Improvement Schemes complete	\odot	
	Forkhill Greenspace Project and Derrynore Demesne complete	\odot	
	45 Village Plans updated/created and 7 environmental improvement schemes complete	\odot	
	£15m awarded to FFNI Consortium to improve digital infrastructure*	\odot	
	Increased processing times for planning applications and enforcement cases	∇	
Create a cleaner, greener, more attractive	LEAMS score of 64, which is below the regional average of 68	⊗	
District	16 community groups participated in the Cleaner, Greener Communities initiative	\odot	
	294 community clean ups supported	\odot	
	347 visits to schools and community groups to deliver environmental awareness sessions	\odot	
	Arrangements to monitor the refuse collection completion rate delayed	<u>:</u>	
	Glass collection standardised across the District	\odot	
	Downpatrick Household Recycling Centre open	\odot	
	Increase in blue and brown bin recyclable waste	Δ	
	7.6% increase in the rate of recycling, to 53.7%	\odot	
	86% of residents state that recycling is important to them	\odot	
	18.3% decrease in the amount of waste going to landfill	Δ	
Encourage and empower local communities to participate in Council engagement structures and initiatives	Significant representation from the community, voluntary and business sectors on Council engagement structures	\odot	
	1,310 meetings, events and programmes took place through Community Engagement Structures	\odot	
	Reduction in the number of Neighbourhood Watch Schemes, from 177 to 98	∇	
	94% of residents feel safe during the day and 87% feel safe after dark	\odot	
	1,838 homes secured and 15,573 devices fitted through the Home Secure Scheme	\odot	
	277 service users received 45,391 calls through the 'Good Morning Good Neighbour Scheme' in 2019-20	\odot	

£4.2m awarded to 1,383 applications through the Financial Assistance Scheme		
47 community projects funded through four participatory budgeting schemes	\odot	
4,924 recorded visits to the Ethnic Minority Support Centre	\odot	

^{*}FFNI: Newry, Mourne and Down District Council hosts the Full Fibre Northern Ireland Consortium.

How to Propose New Performance Improvement Objectives

Newry, Mourne and Down District Council welcomes your ongoing feedback on the performance improvement objectives 2021-22, 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: <u>kate.bingham@nmandd.org</u>

Ag freastal ar an Dún agus Ard Mhacha Theas Serving Down and South Armagh

0330 137 4000 (Council) council@nmandd.org www.newrymournedown.org

Oifig an Iúir Newry Office O'Hagan House Monaghan Row Newry BT35 8DJ Oifig Dhún Pádraig Downpatrick Office Downshire Civic Centre Downshire Estate, Ardglass Road Downpatrick BT30 6GQ