

# Phlean Corparáideach 2024–2027

## Corporate Plan 2024–2027





# Proud of our past. Building our future together.

Newry, Mourne and Down District Council  
Corporate Plan 2024-2027

# Foreword

## Welcome to Newry, Mourne and Down District Council’s Corporate Plan 2024–2027.



**Councillor Valerie Harte**  
**Council Chairperson**



**Marie Ward**  
**Chief Executive**

This is an exciting time for our Council. As one of the largest councils in Northern Ireland we are on a transformational journey and over the past two years have made significant progress towards realising our goals. Our Corporate Plan 2024–2027 outlines our ambitious agenda, our eight strategic objectives and the principal projects identified to support this transformation across our district and internally within our organisation.

Newry, Mourne and Down is a place where ambition thrives. It’s a place where people get things done, translating aspiration into action. We are proud of what we have achieved over the past two years and are very excited about the future for our Council and district as we go forward with confidence to fulfil and advance the objectives of our Corporate Plan 2024–2027.

While Newry, Mourne and Down District Council faces the same financial challenges as all other Northern Ireland local councils, the Council’s collaborative approach with partners and communities offers a path to redesigning and delivering services that are responsive to local needs.

Sustainability and the climate change emergency continues to be a key driver and we look forward to delivering on important benefits for our district and are confident that we will adapt to new opportunities and challenges as they emerge, all with the key objective of improving the lives and livelihoods of the people who live and work here.



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# Introduction

Newry, Mourne and Down District Council’s Corporate Plan 2024–2027 builds on the progress and achievements of our first eight years and will guide and prioritise our work, and how we allocate our resources. It sets out our strategic objectives and key actions, our commitment to provide progressive civic leadership and the delivery of high quality and best value public services for all.

181,368  
estimated population

£67m  
combined revenue

1,634km<sup>2</sup>  
district area

£91m  
capital budget

150km  
coastline



**Our District**

Strategically located on the important eastern A1/M1 economic corridor, Newry, Mourne and Down has an estimated population of 181,368, a coastline of approximately 150 kilometres, and encompassing an area of 1,634 square kilometres, we have three Areas of Outstanding Natural Beauty; Mourne, Ring of Gullion, and Strangford and Lecale.

**Our Council**

Newry, Mourne and Down District Council is one of the largest councils in Northern Ireland and has 41 elected members representing seven district electoral areas: Crotlieve, Downpatrick, Newry, Rowallane, Slieve Croob, Slieve Gullion and The Mournes.

The Council has a combined revenue of circa £67 million, a capital budget of approximately £91 million and circa 1,000 employees. We are responsible for providing services such as Household Waste Collection, Registration, Leisure, Environmental Health, Building Control, Economic Development and Tourism. We are also responsible for Planning and Community Planning – statutory functions transferred from central government to Northern Ireland local authorities in 2015.

## Our Vision, Mission and Values

Newry, Mourne and Down District Council's Vision, Mission and Values serve as the foundation of our Corporate Plan. They convey the purpose and direction of what we want to achieve for our citizens.

**Our Vision**

As set out in your Community Plan, 'Living Well Together':

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 Mission**

To deliver sustainable services and empower our communities through transparent governance and collaboration.

**Our Values**

### Respect

We will demonstrate respect for all people in our attitudes, behaviours and working relationships.

### Integrity

We want the people of our district to trust us to do the right thing.

### Transparency

We will be transparent in how we make decisions.

### Accountability

We will be accountable to the public for our decisions and actions. We will be accountable for how we plan for and use resources sustainably.

### Excellence

We will take pride in our work and be passionate about the standards we strive to achieve.

# Our Corporate Plan

## Why we need it

The Programme for Government contains strategic outcomes which, taken together, set a clear direction of travel and enable continuous improvement on the essential components of societal wellbeing. They touch on every aspect of government, including the attainment of good health and education, economic success and confident and peaceful communities.

A key feature of the Programme for Government is its dependence on collaborative working between organisations and groups, whether in the public, voluntary, or private sectors.

The Programme for Government outcomes for the whole region are reflected within the district's Community Plan. Our Community Plan, 'Living Well Together', was agreed by the Council, public service providers, government departments and partners in the business, voluntary and community sectors.

**The Community Plan partners are committed to playing a full and active role in delivering the following outcomes:**

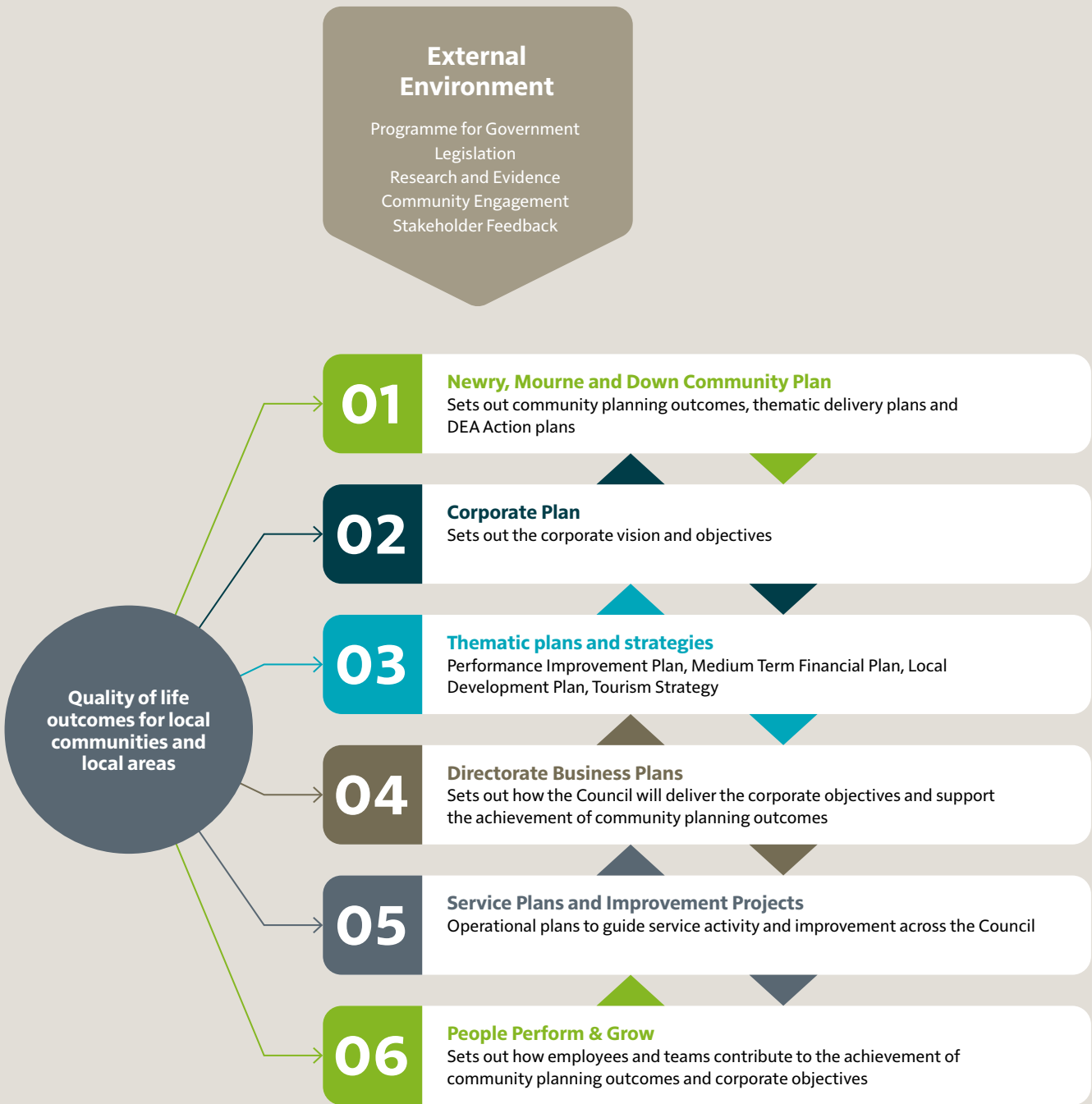
All people in Newry, Mourne and Down:

- get a good start in life and fulfil their lifelong potential
- enjoy good health and wellbeing
- benefit from prosperous communities
- benefit from a clean, quality and sustainable environment
- live in respectful, safe and vibrant communities.

In preparing our Corporate Plan 2024-2027 we have sought to contribute to achieving the outcomes set out within our Community Plan.

As such, 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 schematic illustrates how the priorities set out within our Corporate Plan are reflected within business plans and service plans to ensure the entire organisation is working towards corporately defined objectives.

# Our District in Numbers



## Economy

75.4%

of the population were economically active in 2022

9,175

VAT and/or PAYE registered businesses in 2022

2.8%

of 18-24 year olds in NMD claiming jobseekers allowance plus out-of-work universal credit in 2023

1,507,584

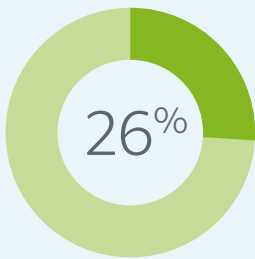
nights spent on overnight trips (2019) resulting in an estimated tourism spend of £83,671,689



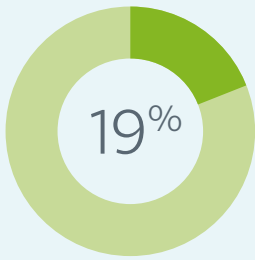
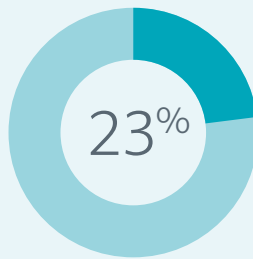
## Businesses by Sector

**Newry, Mourne and Down**

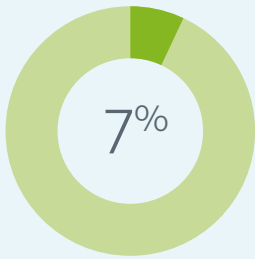
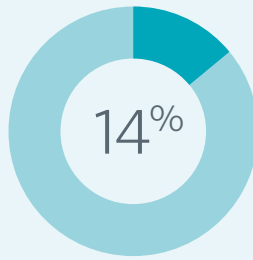
**Northern Ireland**



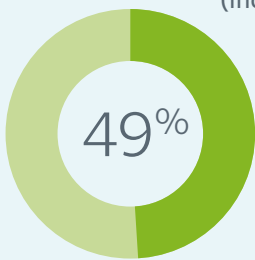
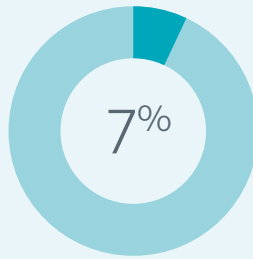
**Agriculture**



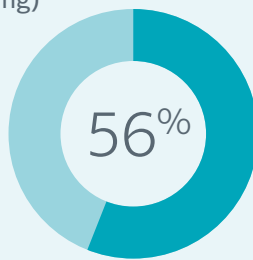
**Construction**



**Production  
(including Manufacturing)**



**Services**



## Community

**87%**

of residents agree that their local area is a place where people from different background get on well together

**100%**

of residents feel safe in the district during the day

**78%**

of residents feel safe after dark in the district

**45%**

of residents feel they have a say on how services run in their local area

**16%**

of participants said they had participated in or attended an arts, heritage or culture activity in the last 12 months



## Sustainability



91%

of residents stated that recycling is important to them



50.3%

of our waste is currently recycled (2022-2023)

3,849

applicants on the NIHE waiting list at 31 March 2022

1,031

applications for new residential properties have been approved 2021-2022

4,219

new residential properties built 2016-2022

## Protected Sites

3 AONBs covering approximately 55.7% of the district

4 RAMSAR Wetlands Sites

3 Special Protection Areas

11 Special Areas of Conservation

62 Areas of Special Scientific Interest

7 National Nature Reserves



## Health & Wellbeing

82%

of residents feel they are in very good or good health

83%

of residents are physically active at least once a week for 30 minutes

7.8 out of 10

residents score in relation to their satisfaction with their mental health and emotional wellbeing

78.9

male life expectancy in NMD in 2016-2018

76.3 for males living in the 20% most deprived areas of the district

82.7

female life expectancy in NMD in 2016-2018

82.1 for females living in the 20% most deprived areas of the district



## Connectivity



88%

30mbits/s

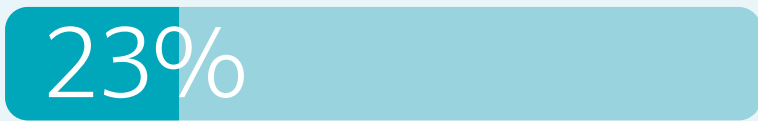


71%

full fibre



## Education



of 16-64 year olds with no qualifications (2019)



of school leavers achieved 2+ A-Levels or equivalent (2018-2019)



of school leavers achieving 5 GCSEs including in English and Maths (2021-22)



## Deprivation

# 3rd highest

In 2017, NMD had the 3rd highest level of Super Output Areas (SOAs) within the top 100 most deprived areas within NI

# 23

of the SOAs in NMD are within the top 25% (NI) for Multiple Deprivation rank. This is out of a total of 84 SOAs within the district





# 4 of the 5



highest ranked SOAs in NI for income deprivation come from within NMD

# Our Council Our Performance

Between 2021 and 2023, the Council made significant progress in delivering the Corporate Plan. Our performance to date has helped us to identify new corporate objectives, supporting actions and measures of success.




| Corporate Priority  | Progress  | Status Trend |
|---|---|--------------|
|  <p><b>Invest in and support new and growing businesses, job creation and employment skills</b></p>                    | 426 new jobs created and 1,052 businesses supported through Council programmes.   | 😊            |
|   | 566 new jobs promoted through business start up activity.   | 😊            |
|   | £16.5m held in economic and regeneration funding contracts for investment with £3.7m spent in 2022–2023.  | 😊            |
|   | Belfast City Region Deal signed in December 2021.   | 😊            |
|   | Through Full Fibre Northern Ireland (FFNI), 68 Council sites (hubs) were connected to the value of £2.3m. A further 34 Business Services Organisation (BSO) sites were also connected across the Newry, Mourne and Down District Council area, improving the access to Ultrafast fibre. | 😊            |
|   | Council is working with partners in the employability, skills and education sectors through a new Labour Market Partnership (LMP) in the district.  | 😊            |
|  <p><b>Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities</b></p> | A consultant has been appointed to develop the Physical Activity, Health, Wellbeing and Sports Development strategy which will be carried out in 2024–2025.   | 😐            |
|   | The Multi Sports Hub review was completed in 2022–2023 which allowed Council to establish a capital budget to support the future development of multi sports hubs across the district.  | 😊            |
|   | 11,901 people participated in targeted health programmes which was lower than expected due to COVID-19.   | 😐            |




| Corporate Priority   | Progress   | Status Trend  |
|--|--|---|
|   | <p>430 children and young people took part in community play initiatives across the district.</p>  |    |
|  | <p>968% increase in the number of attendances at the 6 main leisure centres between 2020–2021 and 2022–2023*.</p>  |    |
|  | <p><i>*The low usage levels experienced in 2020–2021 due to COVID-19 pandemic has led to the high percentage increase when compared to the 2022–2023 figures recorded.</i></p> |   |
|  <p><b>Enhance, protect and promote our environment</b></p>   | <p>The Council’s Education and Enforcement Plan has been delayed.</p>  |    |
|  | <p>Preparation of the Local Development Plan (LDP) is underway, the publication of the draft Plan Strategy (dPS) will be in line with the updated and approved timeline.</p>   |    |
|  | <p>The development of the Local Climate Adaptation Plan is underway.</p>   |   |
|  | <p>Newry Mourne and Down District Council as lead partner, completed the implementation of the €9 Million CANN (Collaborative Action for the Natura Network) project.</p>      |  |
|  | <p>In 2020, the Council launched a new initiative to re-wild areas of the district.</p>  |  |
|  | <p>The street cleanliness score for the district remains at 64, just below the regional level.</p>   |  |
|  | <p>The average recycling rate over the past three years has been 50.4%, which is just above the 2020 recycling target of 50%.</p>  |  |
|  <p><b>Support sustainable forms of tourism which value our environment and cultural heritage</b></p> | <p>The Council achieved UNESCO Global Geopark designation for Mourne, Gullion, Strangford in May 2023.</p>   |  |
|  | <p>The Council continued to deliver the current Tourism Strategy for Newry, Mourne and Down and completed the development of the new Tourism Strategy 2023–2028.</p>           |  |
|  | <p>Arts, Culture and Heritage Strategy launched.</p>   |  |
|  | <p>68 tourism experiences are now offered throughout the district, developed by tourism and hospitality businesses and supported by Council.</p>                               |  |
|  | <p>74% increase in visitor spend.</p>  |  |
|  | <p>27% increase in overnight stays.</p>  |  |

| Corporate Priority   | Progress   | Status Trend |
|--|--|--------------|
|  <p><b>Enable and support people to engage in inclusive and diverse activities in their communities</b></p> | Newry, Mourne and Down District Council organised a second Housing Needs Conference which took place in November 2021.                                   | 😊            |
|  | A community facilities strategy has now been developed and is out for consultation. This should be available in 2024/2025.                               | 😞            |
|  | Through Participatory Budgeting, £67,000 was distributed across 60 successful community groups / organisations.  | 😊            |
|  | £3.5m awarded to 1117 successful applications through the Financial Assistance Scheme which represents an average of 69% of applicants being successful. | 😊            |
|  | A second Residents survey was carried out in 2022.   | 😊            |
|  | 87% of residents agree that the local area is a place where people from different backgrounds get on well together.                                      | △            |
|  | 65% of residents agree that the Council consults with and listens to the views of local people.  | △            |
|  | 45% of residents feel that they can have a say on how services are delivered in their local area.  | ▽            |
|  <p><b>Promote the revitalisation of our city, towns, villages and rural communities</b></p>              | Progress continues on the implementation of the key transformative projects for Newry, Mourne and Down through the Belfast Region City Deal (BRCD).      | 😊            |
|  | Investment of £4 Million in 7 public realm schemes completed across seven rural villages.  | 😊            |
|  | Planning has now been submitted for the development of the new Newry civic hub including theatre and conferencing facilities.                            | 😞            |
|  | The work on the Bann Road car park facility has been completed and is operational as a Park and Share facility.  | 😊            |
|  | Downpatrick Regeneration Working Group established and meeting to envisage town's future.  | 😊            |
|  | Increase in the number of VAT/PAYE registered businesses registered in Newry, Mourne and Down.   | △            |
|  | Increase in the number of employee jobs.   | △            |



| Corporate Priority  | Progress   | Status Trend  |
|---|--|---|
|  <p><b>Provide accessible, high quality and integrated services through continuous improvement</b></p> | 88% of residents are satisfied with the Council.   |    |
|   | 92% of residents believe that the Council helps make Newry, Mourne and Down a good place to live.  |    |
|   | 88% of residents say they trust the Council.   |    |
|   | 74% believe the Council provides good value for money.   |    |
|   | Increase in employee absenteeism.  |    |
|   | Compliance with the statutory Duty of Improvement.   |    |
|  <p><b>Advocate with others for the benefit of all people of the district</b></p>                     | Implementation of the Community Plan is underway with a statement of progress presented to the Partnership Board in 2022.                      |    |
|   | Set up a Community Coordination Hub in response to the emergency COVID-19 pandemic to ensure vulnerable residents received essential supplies. |  |
|   | 18,407 food parcels were delivered to vulnerable households.   |  |
|   | Council continues to comply with the statutory duty of community planning.   |  |
|   | 91% of residents are satisfied with their local area as a place to live.   |  |

-  Target or action achieved
-  Target or action partially achieved
-  Target or action not achieved

-  Performance has improved
-  Performance is similar to the previous years
-  Performance has declined

# How we Developed our Corporate Plan

As a Council we are committed to engaging with our residents and stakeholders to ensure we maintain an evidence led approach to decision-making and service provision. We carried out engagement and consultation with residents, as well as with Council employees, our senior management and elected representatives.

## **Residents' Survey**

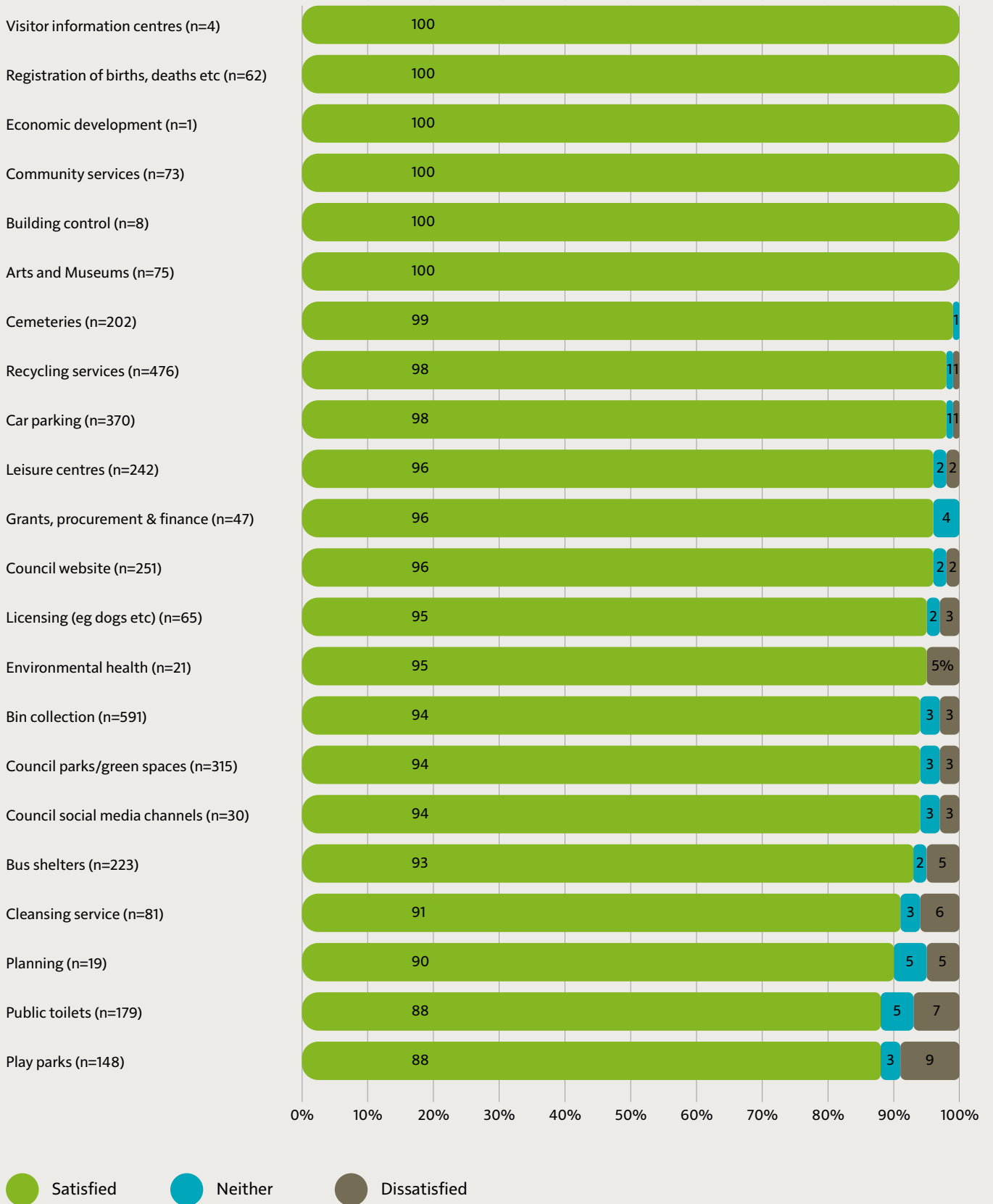
Our residents' survey, undertaken in September 2022, was based on a representative sample of residents aged 16+ with quotas applied for age, gender, social class and electoral wards.

Residents were asked to think about their local area, the Council's services and what needs improving to make it a better place to live.

Across all service areas, residents reported relatively high satisfaction levels. Furthermore, 88% of residents were satisfied with the work of our Council.

The results of the survey highlighted the priorities that are important to our residents. Priorities for residents included improving skills, employability and job prospects, supporting local businesses, reducing poverty, and improving people's health and wellbeing.

**Satisfaction with Council Services**



Council also held four focus groups, three with Council employees and one with elected members. The focus groups were presented with the findings of the Residents Survey and those present were invited to put forward their views on the key priorities for the district and the strategic direction of the organisation.

Following this, a one-day workshop with Council's Senior Management Team:

- considered the findings of the Residents' Survey and feedback from the employee and elected member focus groups;
- reviewed performance in relation to the delivery of the strategic objectives, supporting actions, measures of success and principal projects within the Corporate Plan 2021–2023;
- considered current and emerging challenges and opportunities for the Council; and
- identified and agreed broad themes, objectives, supporting actions and measures of success, to inform the development of the new Corporate Plan 2024–2027.

The broad themes which were identified included growing the economy and supporting local business, making the most from advances in digitisation, supporting health and wellbeing, reducing poverty and inequality, targeting social needs and community wealth building, and protecting and benefiting from the unique landscape and environment of our Areas of Outstanding Natural Beauty.

**Priorities for improving local area... (most important)**





# Our Strategic Objectives and Key Actions

We have adopted eight strategic objectives. These are aligned to the five themes of the Community Plan and will be delivered in collaboration and partnership with a range of stakeholders.



**We aim to progress the following principal projects:**

- Organisational transformation and delivery of sustainable services
- Newry City Centre Regeneration
- Downpatrick Regeneration
- Belfast Region City Deal Projects including skills and innovation
- Warrenpoint Health and Wellbeing Centre
- Newcastle tourism and recreation facilities
- Local Development Plan Strategy

| Draft Strategic Objectives  | Draft Key Actions  | Measures of Success   |
|---|--|---|
| <p><b>Support the continued growth and development of our local economy</b></p> | <p>Implement a programme of support that will increase growth and investment for new and established businesses and social enterprises across the district.</p> <p>Through the Belfast Region City Deal (BRCD) partnership, and other programmes, implement a range of skills and employability initiatives that meets the needs of local economy.</p> <p>Support the growth of new and existing businesses through the delivery of innovative and digital focused initiatives.</p> <p>Through Dublin Belfast Economic Corridor (DBEC) and other cross-border linkages, maximise the district's location as a cross-border gateway to Great Britain, EU, Ireland and international markets.</p> <p>Continued growth of our area's infrastructure through a responsive planning system.</p> | <p>Number of jobs created and businesses supported through Council programmes.</p> <p>Number of jobs promoted through business start-up activity.</p> <p>Amount of investment secured and distributed by Council.</p> |
| <p><b>Improve the health and wellbeing of everyone in the district</b></p>      | <p>Continue to implement our:</p> <ul style="list-style-type: none"> <li>• Active Travel Masterplan</li> <li>• Age Friendly Strategy 2021-2031</li> <li>• Sports Facilities Strategy</li> <li>• Play Strategy</li> <li>• Community Trails Development Plan.</li> </ul> <p>Carry out initiatives to tackle health inequalities across the district.</p> <p>Establish an Open Spaces Strategy.</p> <p>Delivery of projects within the PeacePlus Action Plan addressing wellbeing, social prescribing and opening of shared spaces.</p>   | <p>Number of people participating in targeted health programmes.</p> <p>Number of attendances at Council indoor leisure facilities.</p> <p>Numbers of users of community trails.</p>                                  |

| Draft Strategic Objectives   | Draft Key Actions   | Measures of Success   |
|--|---|---|
| <p><b>Protect and enhance our environment to secure a sustainable future</b></p>                             | <p>Develop and implement a:</p> <ul style="list-style-type: none"> <li>• Climate Change and Sustainable Development Strategy</li> <li>• Local Climate Change Adaptation Plan</li> <li>• Biodiversity Strategy</li> <li>• Tree Strategy.</li> </ul> <p>Undertake a baseline assessment of the Council’s carbon footprint and set targets to reduce our carbon emissions.</p> <p>Support the implementation of new Electric Vehicle (EV) charging points.</p> <p>Keep under review the actions to address sustainability and the climate change emergency declared by Council.</p> <p>Contribute to the delivery of the Area of Outstanding Natural Beauty (AONB) Management Action Plans and the Marine Protected Area Management Plans.</p> <p>Develop and implement a District Enforcement Action Plan for controlling environmental crime and reducing littering, fly tipping and dog fouling incidents.</p> <p>Develop and implement the Local Development Plan.</p> <p>Implementation of Building Regulations and licensing obligations in partnership with our customers and stakeholders.</p> | <p>Level of street cleanliness across the district (Keep Northern Ireland Beautiful Cleanliness Index).</p> <p>Level of compliance with Sustainable Development Duty.</p> <p>Percentage of waste recycled.</p> <p>Percentage of EV charging points.</p> |
| <p><b>Support regenerative tourism opportunities which promote our culture, heritage and environment</b></p> | <p>Deliver the Council’s Tourism Strategy.</p> <p>Develop the tourism proposition for the district and new visitor experiences with industry in line with Tourism Experience Brands.</p> <p>Continue to progress the Mourne Gateway Project as part of the BRCD investment programme, and other major tourism capital projects throughout the district.</p> <p>Implement the Mourne Gullion Strangford UNESCO Global Geopark Masterplan 2020–2023 and Business Plan 2021–2025.</p> <p>Continue to deliver the Council’s Arts, Culture &amp; Heritage Strategy to grow our audiences, increase engagement and enhance our Arts, Museums and Events’ offering.</p>  | <p>Level of visitor spend.</p> <p>Number of overnight stays.</p> <p>Level of visitor satisfaction.</p> <p>Number of visitors to Council’s Arts Centres and Museums.</p>   |



| Draft Strategic Objectives  | Draft Key Actions   | Measures of Success  |
|---|---|--|
| <p><b>Empowering communities to play an active part in civic life</b></p> | <p>Development and delivery of the:</p> <ul style="list-style-type: none"> <li>• District Electoral Area Action Plans</li> <li>• Policing &amp; Community Safety Partnership Action Plan</li> <li>• Good Relations Programme Action Plan</li> <li>• Downpatrick and Newry Neighbourhood Renewal Areas Action Plan</li> <li>• Social Inclusion Action Plan including the delivery of the Ethnic Minority Support Centre</li> <li>• PeacePlus Action Plan</li> <li>• Community Wealth Building Action Plan.</li> </ul> <p>Implementation of the Community Plan.</p> <p>Development of a Community Facilities Strategy.</p> <p>Delivery of the Financial Assistance Programme.</p> | <p>Percentage of residents who agree their local area is a place where people of different backgrounds get on well together.</p> <p>Percentage of residents who agree the Council consults with, and listens to, the views of local people.</p> <p>Percentage of residents who feel they can have a say on how services are delivered in their local area.</p> <p>Number of financial assistance projects funded.</p> <p>Number of people accessing the Ethnic Minority Support Office services.</p> |
| <p><b>Develop and revitalise our district</b></p>                         | <p>Implement a Small Settlement regeneration scheme in partnership with Government Departments.</p> <p>Implement regeneration initiatives across urban centres and develop forward work programme for future regeneration initiatives.</p> <p>Progress the Belfast Region City Deal.</p> <p>Update existing masterplans and village plans in line with the emerging Local Development Plan.</p> <p>Implement our Public Convenience Strategy.</p>   | <p>Number of BRCD projects delivered.</p> <p>Number of small settlement schemes delivered.</p> <p>Number of new / upgraded public conveniences.</p>  |

| Draft Strategic Objectives  | Draft Key Actions  | Measures of Success   |
|---|--|---|
| <p><b>Deliver sustainable services</b></p>                          | <p>Develop a robust and reliable evidence base to inform decision making, policy development and service provision.</p> <p>Effectively manage performance and align individual contribution with corporate objectives and better outcomes for all.</p> <p>Establish accurate data collection arrangements to inform actions related to sustainability and climate change.</p> <p>Implementation of People Perform Grow (PPG).</p> <p>Utilise our website and digital channels to enhance service delivery.</p> <p>To embed a digital culture across the organisation.</p> <p>Implement our:</p> <ul style="list-style-type: none"> <li>• Equality Action Plan</li> <li>• Disability Action Plan</li> <li>• Irish Language Strategy.</li> </ul>   | <p>Level of citizen satisfaction.</p> <p>Compliance with duty of improvement.</p> <p>Number of users registered to Council corporate social media channels.</p> <p>Number of visits to Council’s corporate website.</p> |
| <p><b>Represent the voice of the district with our partners</b></p> | <p>Continue to work with key stakeholders and our statutory partners:</p> <ul style="list-style-type: none"> <li>• To improve the health and wellbeing across the district.</li> <li>• To identify appropriate actions in relation to the climate change emergency.</li> </ul> <p>Collaborate and engage with key tourism &amp; hospitality sector stakeholders to reinforce a strong partnership approach to tourism growth and leadership - including tourism business clusters &amp; industry associations.</p> <p>Work with partners to implement the Community Plan and deliver better outcomes / improve the quality of life for all.</p> <p>Support elected members in their advocacy role around key local actions.</p> <p>Implementation of Elected Member Development programme.</p> | <p>Compliance with the duty of Community Planning.</p> <p>Percentage of residents who are satisfied with their local area as a place to live.</p> <p>Number of training events provided to elected members.</p>         |



# Our Council How we Govern

The Council’s 41 elected members and its committee and management structure ensures sound governance, ownership and scrutiny in the decision-making process across the entire organisation.

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 Council regularly monitors performance in relation to the implementation of key plans and strategies, which supports the achievement and delivery of the Corporate Plan.

These include the Performance Improvement Plan and Directorate Business Plans. The Council publishes an Annual Performance Improvement Plan which is independently audited.

The governance arrangements to develop, monitor, report and review the Council’s progress in implementing the Corporate Plan 2024–2027 are outlined below:

## Governance Arrangements

### Full Council

Approval of the Corporate Plan  
Annual Performance Assessment

### Strategy, Policy and Resources Committee

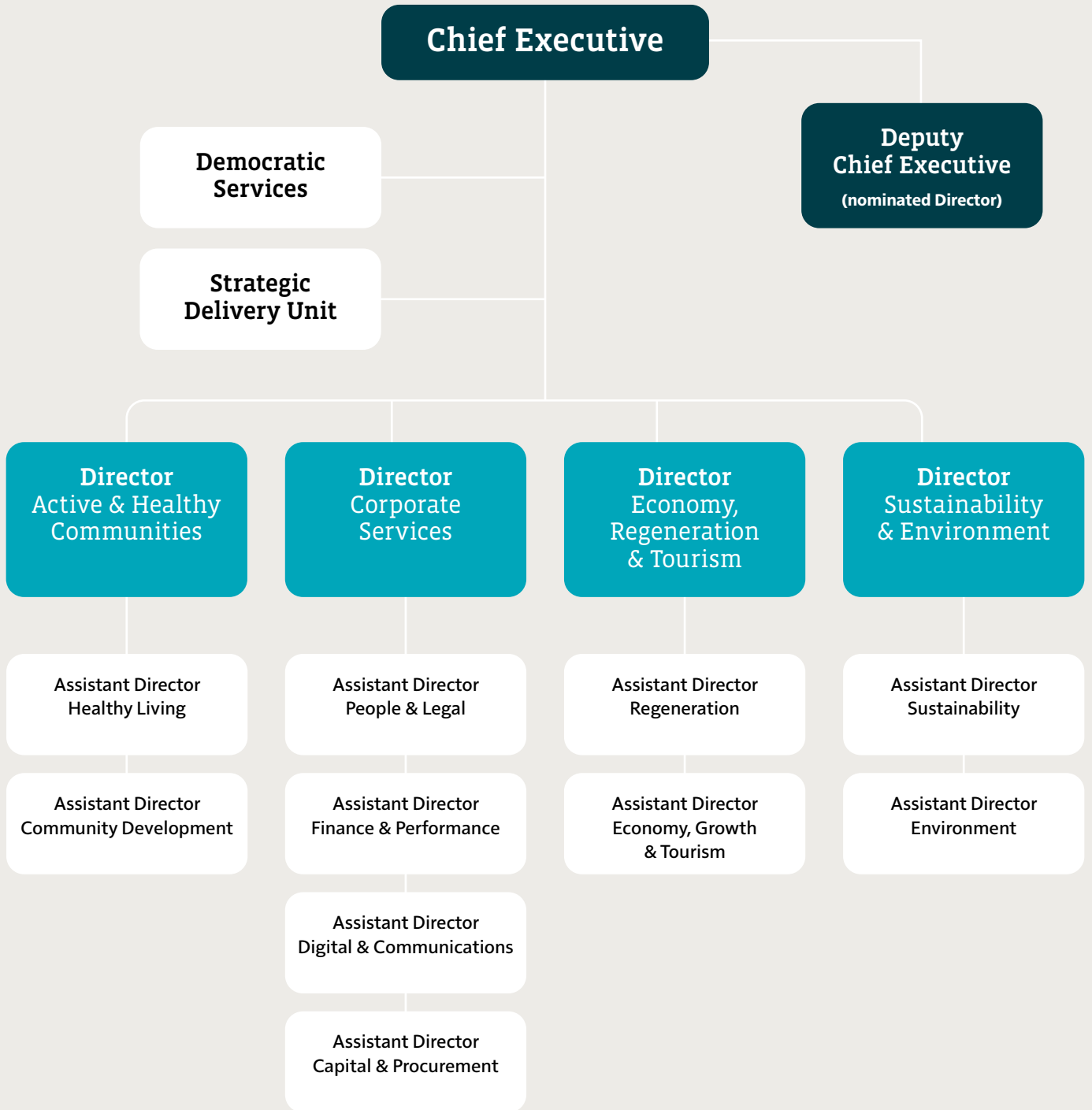
Scrutiny, challenge and approval  
of the Corporate Plan  
Annual Performance Assessment

### Senior Management Team

Lead the development  
and implementation of the  
Corporate Plan  
Annual Performance Assessment

There are also ongoing reviews of performance at directorate and service levels within Council.

The committee and management structure demonstrates how the decision-making process is implemented in Council as follows:



# Elected Members

The Council's 41 elected members and its committee and management structure ensures sound governance, ownership and scrutiny in the decision-making process across the entire organisation.



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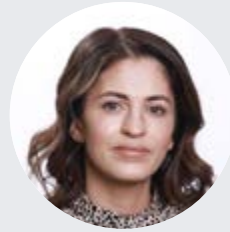


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# Appendix

The following table sets out the linkages between the Community Plan Outcomes and the Corporate Plan Strategic Objectives.

| Community Plan Outcomes |  | Corporate Plan Strategic Objectives 2024-2027 |   |
|-------------------------|--|---|---|
|                         | All people in Newry, Mourne and Down enjoy good health and wellbeing.                              |   | Improve the health and wellbeing of everyone in the district.   |
|                         | All people in Newry, Mourne and Down benefit from prosperous communities.                          |   | Support the continued growth and development of our local economy.<br><br>Support regenerative tourism opportunities which promote our culture, heritage and environment.<br><br>Develop and revitalise our district. |
|                         | All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment.    |   | Protect and enhance our environment to secure a sustainable future.   |
|                         | All people in Newry, Mourne and Down live in respectful, safe and vibrant communities.             |   | Empowering communities to play an active part in civic life.  |
|                         | All people in Newry, Mourne and Down get a good start in life and fulfil their lifelong potential. |   | Deliver sustainable services.<br><br>Represent the voice of the district with our partners.   |



Ag freastal ar an Dún agus Ard Mhacha Theas  
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Comhairle Ceantair  
**an Iúir, Mhúrn agus an Dúin**  
**Newry, Mourne and Down**  
District Council