

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

# DréachtPhlean Corparáideach 2019-2023 Draft Corporate Plan 2019-2023



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

# Proud of our past. Building our future together.

Newry, Mourne & Down District Council  
Corporate Plan 2019-23



# Foreword



Councillor  
Charlie Casey  
Chairman



Liam Hannaway  
Chief Executive

Welcome to Newry, Mourne and Down District Council's Corporate Plan 2019-23.

As one of the largest Councils in Northern Ireland we go forward with an ambitious agenda to further develop our area and enhance the reputation of our District as a great place to live, work and visit.

Our strategic location provides an opportunity for business development, local and international investment, promotion of cross-border initiatives, as well as establishing us as a premier tourism destination.

As one of six local councils to secure the first ever billion-pound City Deal agreement, we will help build our economy through more localised and focused investment decision-making.

During this period, we will continue to place great emphasis on regeneration for our city and towns building a new civic centre, new conferencing and enhanced theatre facilities as well as bringing much needed hotel and Grade A office accommodation to our area.

As a forward-looking Council we remain committed to fostering international relationships to promote friendship and understanding and stimulate the exchange of knowledge and experiences in economic development, tourism, education, culture, sustainable environmental initiatives and youth exchange.

During our second term we will encourage all citizens to improve their health and wellbeing to enhance their quality of life by becoming more active.

We plan to transform and modernise the way our Council provides accessible as well as value for money services. Our Neighbourhood Services Transformation project will deliver improved service and citizen experience and work towards delivering on the 2030 target of 65% of municipal waste being recycled. We will use the latest digital technologies to make it easier for citizens to engage with us and ensure we use our resources efficiently and effectively.

So, it promises to be an exciting second term going forward with its many challenges and opportunities as we continue to bring the Council's ambitious plans to fruition while working together and advocating on your behalf to make Newry Mourne and Down a great place to live, work and visit.

**Council Chairman**

**Chief Executive**





Slieve Binnion, Newcastle

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# Executive Summary

Our Mission as a Council for the next 4 years is:

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

In pursuing our Mission, we will be guided by five values which are fundamental to everything we do:

## Collaborative

We will work in partnership with others

## Responsive

We will listen and respond openly and positively to the views of everyone

## Engaging

We will involve residents and staff in identifying needs and improving our services

## Sustainable

We will modernise and transform our services in developing the District for current and future generations

## Transparent

We will make our decisions on services and resource allocation openly and decisions will be informed by objective evidence







To enable us achieve our Mission and realise our vision we will focus on the following 8 Strategic Objectives over the next 4 years:-

**We will :-**

1. invest in and support new and growing businesses, job creation and employment skills
2. continue to improve the health and wellbeing of everyone in the district and reduce health inequalities
3. enhance, protect and promote our environment
4. support sustainable forms of tourism which value our environment and cultural heritage
5. enable and support people to engage in inclusive and diverse activities in their communities
6. promote the revitalisation of our city, towns, villages and rural communities
7. provide accessible, high-quality and integrated services through continuous improvement
8. advocate with others for the benefit of all people of the District.

**By the end of this four-year period we aim to see: -**

- An increase in infrastructure investment that enables the future economic growth of the district
- Enhanced investment in the sustainable tourism offering
- More people participating in targeted health programmes to encourage healthier lifestyles
- Ongoing reduction in biodegradable municipal waste sent to landfill
- A new Civic Centre as well as new conferencing and enhanced theatre facilities.
- Empowered communities influencing local services and development
- A transformed Council in terms of service provision and delivery
- A powerful and influential Council which continues to advocate for all its citizens

# Introduction

**This is Newry, Mourne and Down District Council's second Corporate Plan for the four-year period 2019-2023 which builds on the progress and achievements of our first four years.**

With an estimated population of 180,012, 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.

With approximately 1030 employees and an annual budget of circa £58M made up from rate income, grants from central government and income generated from specific services, we are the third largest of the eleven Local Government Districts in Northern Ireland. Our 41 Elected Members from our seven District Electoral Areas serve a diverse population, 23% of which is aged 15 years and below, and 15% being 65 years and older.

During our first four years we established a new governance and organisational structure, delivered major new facilities and projects for the benefit of residents and visitors, facilitated agreement with partners on the Community Plan, secured major City Deal investment for the future and began work on publishing a new Local Development Plan preferred options paper to shape planning across the District for the years ahead.

This new Corporate Plan will guide our activities and how we allocate our resources over the next four years. In doing so we will work closely with all our partners in government and with the private, voluntary and community sectors and strive to provide our staff with the development support and resources needed to provide better outcomes and high-quality services for all.







Craigmore Viaduct

# Our Corporate Plan

## - Why We Need It

The draft 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 draft Programme for Government is its dependence on collaborative working between organisations and groups, whether in the public, voluntary, or private sectors.

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

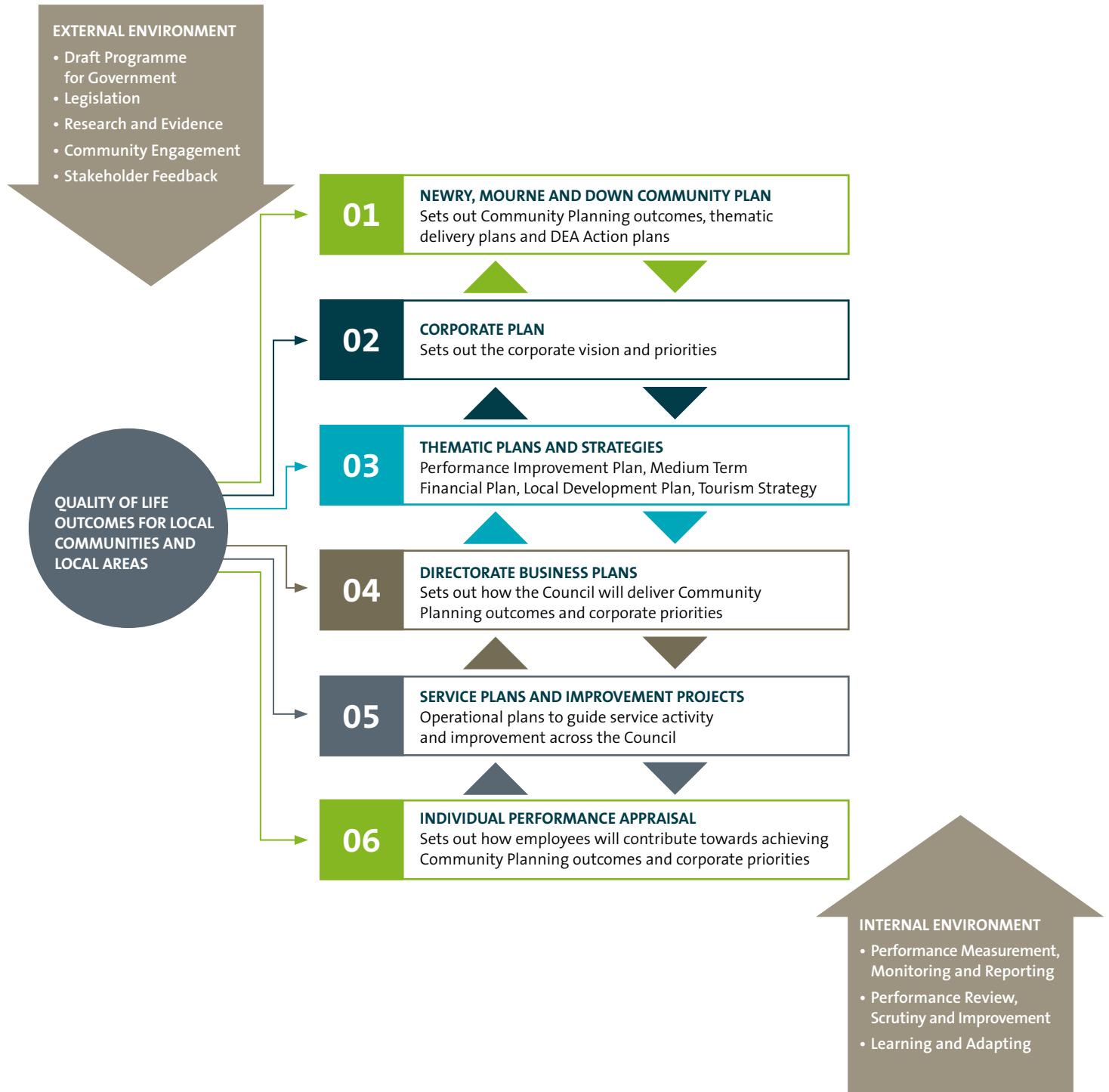
All of the partners to the Community Plan are committed to playing a full and active role in delivering the following outcomes:

- **All people in Newry, Mourne and Down get a good start in life and fulfil their lifelong potential**
- **All people in Newry, Mourne and Down enjoy good health and wellbeing**
- **All People in Newry, Mourne and Down benefit from prosperous communities**
- **All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment**
- **All people in Newry, Mourne and Down live in respectful, safe and vibrant communities**

In preparing our Corporate Plan 2019-2023 we have sought to maximise linkages with the draft Programme for Government, and how best the Council can 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 following illustrates how the priorities set out within our Corporate Plan are reflected within individual business plans and service plans to ensure the entire organisation are working towards corporately defined objectives.





# Our Vision, Mission and Values

We are ambitious and want our District to become one of the most desirable and best places to live, work, invest in and visit.



Downpatrick Leisure Centre



**We want to:**

- create opportunities for local people and our communities to thrive by supporting economic development which is sustainable and helps them lead fulfilling lives;
- enable our District to grow to be a place which is attractive and welcoming to visit and do business in;
- promote and facilitate healthier and more active lifestyles;
- support communities to be cohesive and safe and people to be actively engaged in civic life;
- protect and develop our environment for the enjoyment of today's residents and visitors and for the benefit of future generations;
- provide modern, affordable and accessible facilities and services which offer a better quality of life for all – especially those people and places which need more support than others.

To achieve our vision, we will work collaboratively with all our partners and stakeholders in the public, private, community and voluntary sectors through Community Planning, with our Local Government colleagues both north and south of the border and with Central Government departments.

Our Mission as a Council is:

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

In pursuing our Mission, we will be guided by five values which are fundamental to everything we do:

**Collaborative** We will work in partnership with others

**Responsive** We will listen and respond openly and positively to the views of everyone

**Engaging** We will involve residents and staff in identifying needs and improving our services

**Sustainable** We will modernise and transform our services in developing the District for current and future generations.

**Transparent** We will make our decisions on services and resource allocation openly and decisions will be informed by objective evidence



Saintfield Community Centre



# Our District

## A Profile

**Newry, Mourne and Down District Council has the third largest population of Councils in Northern Ireland. It is strategically located on the important eastern A1/M1 economic corridor with 150 Kilometres of coastline and is an attractive area for business investment, both local and international.**

We are within one hour travelling distance from Dublin and Belfast, with close proximity to two major airports, a deep-water port, and transport routes which link us throughout Ireland and to Great Britain.

Our district has many strengths that make it an attractive place to live, work and invest in. However, our District also faces several challenges including Brexit that are both common across the region as well as unique to our area. A profile of our District is detailed below under the five outcomes of the Community Plan.





# Prosperous Communities



## Economy

Employment Rate of

# 67.1%

in 2018

# 3%

of 18-24 years in NMDDC  
claiming jobseekers  
allowance plus out-of-work  
universal credit

# 1,289,821

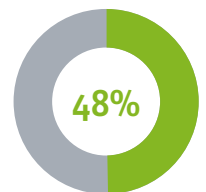
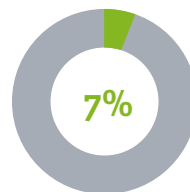
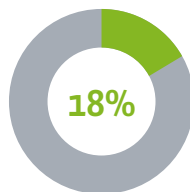
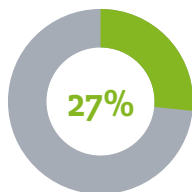
nights spent on  
overnight trips (2018)  
resulting in an estimated  
tourism spend of  
**£69,345,336**

# 8,745

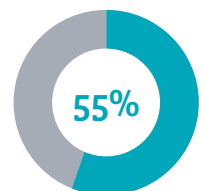
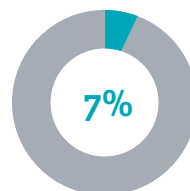
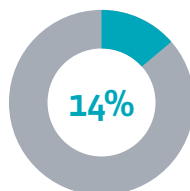
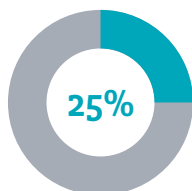
VAT and/or PAYE  
Registered Businesses

## Business by Sector

Newry,  
Mourne  
& Down



Northern  
Ireland



# Safe & Vibrant Communities



## Community

**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 in the District during the day / **87% of residents feel safe** in the District after dark

**69%**

of residents feel they have a say on things happening or how services are run in their local area

**15%**

of participants said they had participated in or attended an Arts, Heritage and Culture activity / event in the last 12 months

# Sustainable Environment



## Environment

**86%**

of residents stated that recycling is important to them

**3**

AONBs covering approximately **55.7%** of the district

**36,198**

applicants were on the NIHE waiting list at 31 March 2018

Currently recycle

**51.2%**

of all our waste

**4** AMSAR (wetlands) sites, **3** Special Protection Areas, **11** Special Areas of Conservation, **62** Areas of Special Scientific Interest and **2** National Nature Reserves

**299**

additional houses built in NMD Housing Monitoring Area in 2017

**Lowest level of waste to landfill** across all NI Councils

# Health & Wellbeing



## Health & Wellbeing

# 79%

of residents feel they are in very good or good health

# 78%

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

NMD Residents scored **7.7 out of 10** in relation to their satisfaction with their mental health / emotional wellbeing.

Male Life Expectancy in NMD in 2015-2017 was **78.9 years**, and **76.5 years** for males living in the 20% most deprived areas of the district.

Female Life Expectancy in NMD in 2015-2017 was **82.6 years**, and **81.6 years** for females living in the 20% most deprived areas of the district



Kilbroney Forest Park



# Lifelong Potential

## Connectivity



**8%**

of premises in Newry, Mourne and Down unable to get at least 10Mbit/s download speed.

There are

**3,062 km**

of public road across Newry, Mourne and Down.

## Education



In 2018,

**17.9%**

of the working age population had no qualifications

In 2016/17,

**57.8%**

of school leavers achieved 2+ A-levels (or equivalent)

In 2016/17,

**68.5%**

of school leavers achieved at least 5 GCSE's grades A\*-C (or equiv) including GCSE English and GCSE Maths

## Deprivation



In 2017, Newry, Mourne and Down had the

**3rd highest**

level of SOAs (Super Output Areas) within the top 100 most deprived areas within NI

In total

**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 Newry, Mourne and Down







# Our Council

## Our Performance

Between 2015-19, the Council made significant progress in delivering the Corporate Plan. Our performance to date has helped us to identify new corporate priorities, supporting actions and measures of success.

	Corporate Priority	Progress	Status Trend
	<b>Become one of the premier tourist destinations on the island of Ireland</b>	Implementation of <b>Tourism Strategy</b> underway 11% increase in visitor numbers 44% increase in visitor spend 22% increase in visitor dwell time	   
	<b>Attract investment and support the creation of new jobs</b>	805 new jobs promoted and 776 new business starts supported through business start up activity City Deal for the Belfast Region secured 43% decrease in the number of Job Seekers Allowance claimants Friendly exchange agreement in place with the City of Changchun, China Consultation on the Preferred Options Paper for the Local Development Plan complete	    
	<b>Support improved health and wellbeing outcomes</b>	Newry and Down Leisure Centres open Implementation of the Sports Facility and Play Strategies underway 23% increase in attendances at Council leisure facilities 3 new play parks open, 1 play park transformed and 13 parks upgraded	   
	<b>Protect our natural and built environment</b>	Aghnagun and Drumnakely landfill sites closed Increase of 12.3% in the rate of recycling, to 51.2%* 88.7% reduction in the amount of waste going to landfill* 21% reduction in black bin waste, 9% increase in blue bin waste and 119% increase in brown bin waste* Camlough Lake flood defences complete	    



Corporate Priority		Progress	Status Trend
	<b>Lead the regeneration of our urban and rural areas</b>	The restoration of <b>Warrenpoint Town Park</b> complete	😊
		Implementation of <b>five Masterplans</b> underway	😊
		<b>Environmental improvement and revitalisation schemes</b> in Downpatrick, Newry and Warrenpoint complete	😊
		Processing time for local planning applications <b>improved by 16.8 weeks</b>	⚠️
		Processing time for major planning applications <b>increased by 20.1 weeks</b>	🔻
	<b>Advocate on your behalf specifically in relation to those things that matter most to you</b>	Newry, Mourne and Down achieved <b>age friendly status</b> from the World Health Organisation	😊
		<b>10% increase</b> in premises with superfast broadband, to <b>83%</b>	⚠️
		<b>£15m awarded</b> to FFNI Consortium to improve digital infrastructure**	😊
		Review of <b>community planning structures</b> complete	😊
	<b>Empower and improve the capacity of our communities</b>	Implementation of <b>Community Plan</b> underway	😊
		Seven <b>DEA Forums established</b> and delivery of <b>local Action Plans ongoing</b>	😊
		Review of <b>community centres</b> complete	😊
		<b>£4.5m awarded</b> to <b>1,377 applications</b> through the Financial Assistance Scheme	😊
		<b>27% increase</b> in the number of successful applications to the Financial Assistance Scheme	⚠️
	<b>Transform and modernise the Council, providing accessible as well as value for money services</b>	<b>87% of residents</b> are satisfied with the Council	😊
		<b>75% of residents</b> believe Newry, Mourne and Down is a good place to live	😊
		Employee absenteeism reduced by <b>1.25 days</b>	🔻
		Compliance with the <b>statutory Duty of Improvement</b>	😊
		IIP / CSE accreditation not progressed	😞

\*Waste figures remain provisional and will be validated by DAERA in Q3 2019-20.

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

#### LEGEND

- 😊 Target or objective achieved / on track to be achieved
- 😬 Target or objective partially achieved / likely to be achieved / subject to delay
- 😞 Target or objective not achieved / unlikely to be achieved

#### TREND

- ⬆️ Performance has improved since the previous year
- ➡️ Performance is similar to the previous year
- 🔻 Performance has declined since the previous year

# Our Plan

## How We Developed the Corporate Plan

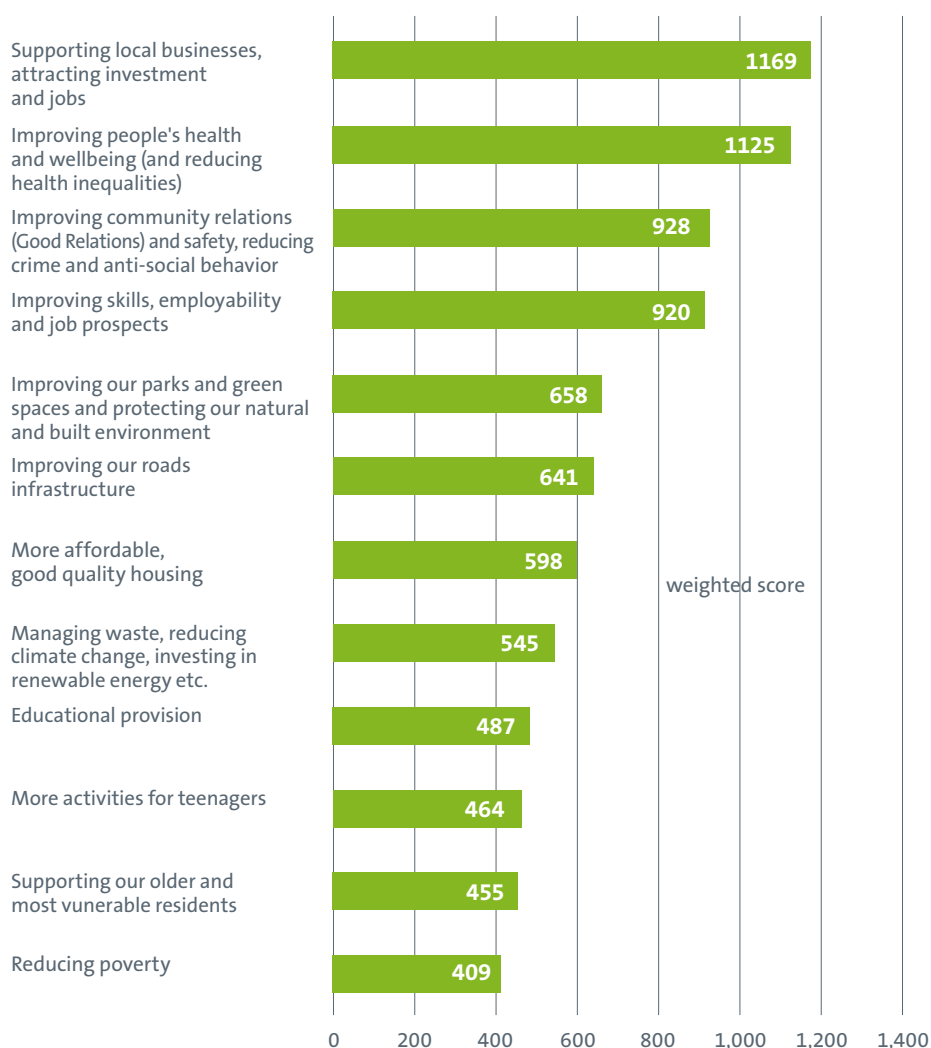
As a Council we are committed to engaging with our residents and stakeholders in our district. This Corporate Plan has been informed by an extensive engagement process undertaken in a two-phased approach.



Newry Town Hall

In the first phase of our engagement, residents were surveyed and asked how we are delivering on our duties. The survey undertaken in September 2018 was based on a representative sample of residents aged 16+ with quotas applied for age, gender, social class and electoral wards. The survey also highlighted the priorities that are important to our residents. Priorities for our residents included supporting local business, improving our public spaces and affordable housing.

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



Furthermore, 87% of residents in our district are satisfied with the work of our Council.



In the second phase, a comprehensive consultation exercise, independently facilitated by Community Places, took place in early 2019 with a series of 25 meetings held with a wide range of stakeholders. The District Electoral Area Forums, elected representatives, council employees, representatives from the business and youth sector and Older People's Forum all informed the findings of the plan. The draft plan will also be subject to a 12-week public consultation.

Consultees were asked their views on:

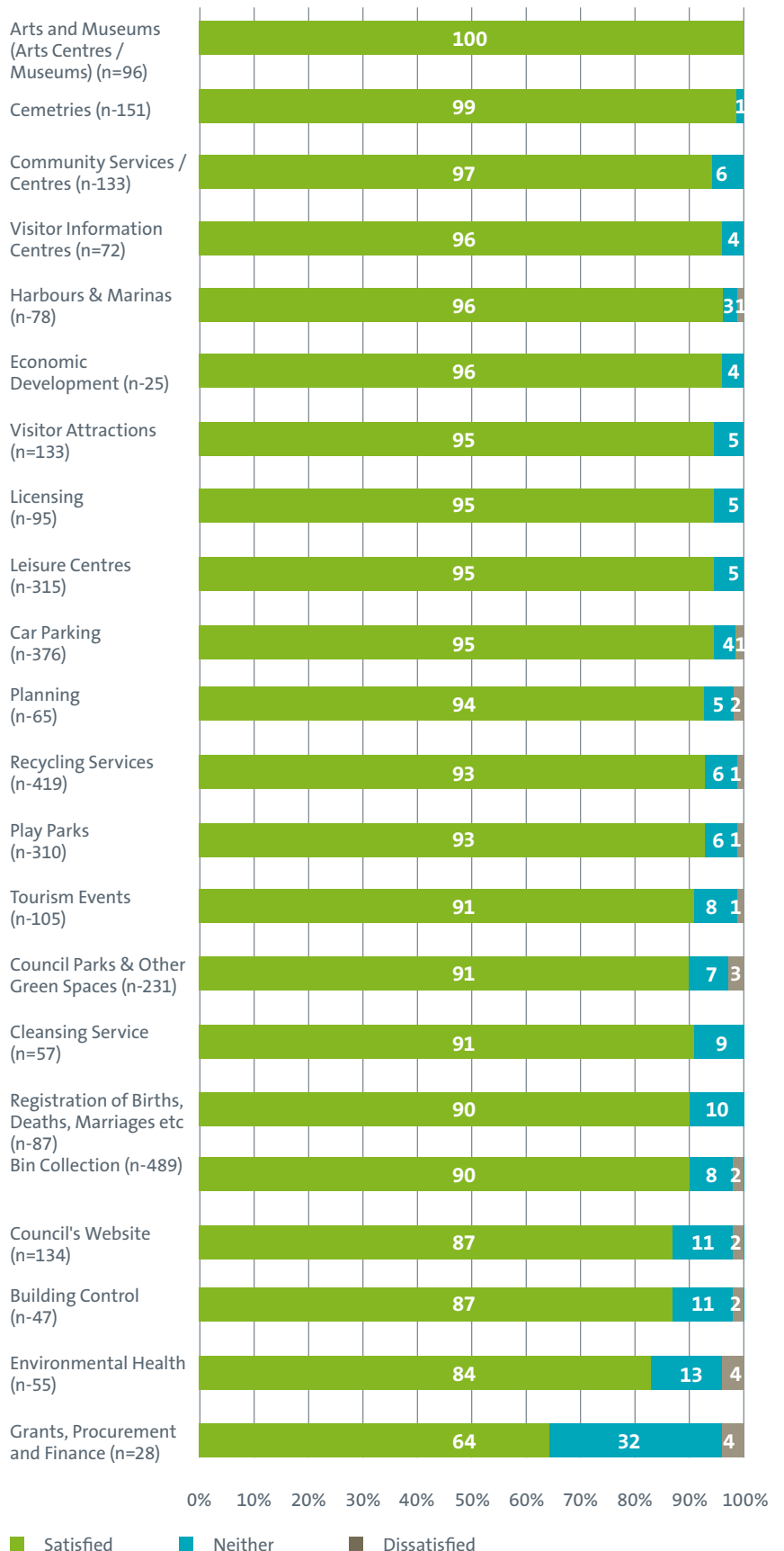
- the needs for the district;
- the impact of the current corporate objectives over the first term of Council;
- what the objectives and priority actions should be for the next four years.

The wide-ranging discussions largely mirrored the residents' survey findings undertaken in the first phase of the engagement process.

Issues raised included the need to

- continue to attract economic investment;
- create business growth and job creation;
- sustain tourism development;
- continue the support for physical and mental health and wellbeing initiatives;
- build the capacity of local community representatives and volunteers; and
- protect our environment and its assets.

## Satisfaction with Council Services





The Saint Patrick Centre, Downpatrick



# Our Way Forward

## What We Want To Achieve

To achieve our mission and realise our vision by listening to and delivering on the priorities identified by our stakeholders, we have adopted the following eight strategic objectives for the next term of Council. They are aligned to the five themes of the Community Plan and will be delivered in collaboration and partnership with a range of stakeholders.

We will:



### Economy

**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.



### Health and Wellbeing

**Contribute to improving the health and wellbeing of everyone in the district and reducing 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.



### Environment

**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.



### Economy

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

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



Ben Crom Reservoir



### Safe and Vibrant Communities

#### 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.



### Economy

#### 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.



### Lifelong Potential

#### 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 both residents and staff.



### Lifelong Potential

#### 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.

# Our Key Actions

## What We Will Do

To ensure we deliver on these strategic objectives we will undertake the following key actions to enable us to achieve measurable results.

Over the next four years the principal projects Council aims to deliver upon are:

- New Civic Centre
- Albert Basin Park
- New Theatre and Conference Centre in Newry
- Community centre provision in Newcastle, Warrenpoint and Camlough.
- Local Development Plan Strategy
- Transformation Programmes
- Progress Projects contained within the Belfast Region City Deal (BRCD) including skills and innovation

To enable the Council deliver on its 8 Strategic Objectives the following key actions have been identified. These will be delivered through the vehicle of the Community Planning Partnership with our Statutory and Community Partners.

Strategic Objectives	Key Actions	Measures of Success
<p><b>1.</b></p> <p><b>Invest in and support new and growing businesses, job creation and employment skills.</b></p> <p>We will facilitate investment by new and growing businesses while contributing to the further development of workforce skills to retain existing and attract new industries.</p>	<p>Provide a programme of support that will increase growth and investment for new and established businesses across the District.</p> <p>Work with partners to enhance employability and skills, provide quality jobs for all our citizens and meet the needs of our businesses.</p> <p>Maximise the District's location as a cross-border gateway to Great Britain, Ireland and International Markets.</p> <p>Secure investment in infrastructure that enables the future economic growth of the District.</p> <p>Through the BRCD partnership, implement a series of (1) skills and employment and (2) digital and innovation programmes to meet the needs of the region.</p>	<p>Number of jobs created and business supported through Council programmes.</p> <p>Number of jobs promoted through business start-up activity.</p> <p>Amount of investment secured by Council.</p>
<p><b>2.</b></p> <p><b>Contribute to improving the health and wellbeing of everyone in the district.</b></p> <p>We will help to reduce health inequalities and improve the quality of life for all by contributing fully to programmes, services, facilities and amenities.</p>	<p>Promoting healthier lifestyles including increased physical activity levels, diet and emotional wellbeing.</p> <p>Continue to implement the Leisure Facilities and Play Strategy for the District.</p> <p>Develop and implement a Sports Development and Open Spaces Strategy for the District.</p>	<p>Number of people participating in targeted health programmes.</p> <p>Play value scope of playparks and attendance at free play sessions.</p> <p>Number of attendances at Council indoor leisure facilities.</p>
<p><b>3.</b></p> <p><b>Enhance, protect and promote our environment.</b></p> <p>We will contribute to tackling climate breakdown and reducing harmful impacts on the environment, while enabling residents and visitors to enjoy our rich natural and built heritage.</p>	<p>Develop a Circular Economy Plan for the District to make best use of our waste and resources.</p> <p>Develop and implement a strategic plan for controlling environmental crime.</p> <p>Develop programmes and strategies to enable the increased use of renewables, a reduction in greenhouse gas emissions and promote sustainability in both our own activities and within the wider community.</p> <p>Develop and implement the Local Development Plan.</p>	<p>Level of Street Cleanliness across the District (Keep Northern Ireland Beautiful Cleanliness Index).</p> <p>65% of municipal waste recycled by 2030.</p> <p>Reduction in the amount of biodegradable municipal waste sent to landfill (NILAS).</p> <p>Level of compliance with Sustainable Development Duty.</p>



Strategic Objectives	Key Actions	Measures of Success
<p><b>4.</b></p> <p><b>Support sustainable forms of tourism which value our environment and cultural heritage.</b></p> <p>We will support and advocate for increased investment in tourism infrastructure development which promotes our unique assets and increases visitor satisfaction and spend.</p>	<p>Develop the tourism proposition for the district in line with Tourism NI's Experience Brand.</p> <p>Work with Tourism NI, Tourism Ireland, Government Departments, and the Private Sector to grow the economic impact of the tourism industry and to address barriers to growth.</p> <p>Invest in major Tourism Capital Projects that will attract international visitors to NI and the District.</p> <p>Implement a Sustainable Tourism Growth Plan to ensure responsible development of our tourism offering with respect to environmental, social and economic considerations.</p>	<p>Increased visitor spend.</p> <p>Increased overnight stays.</p> <p>Increased visitor satisfaction.</p> <p>Number of visitors to festivals and events.</p> <p>Total estimated spend associated with festivals and events.</p> <p>Level of visitor satisfaction with festival and events.</p>
<p><b>5.</b></p> <p><b>Enable and Support people to engage in inclusive and diverse activities in their communities.</b></p> <p>We will encourage people to play an active part in civic life in all its forms and develop the capacity of communities, particularly those in greatest need, to attract the right support to address needs and sustain valued projects and facilities.</p>	<p>Through the process of community planning provide opportunities for communities to have a voice in shaping local services and local areas.</p> <p>Engage and involve partners and communities in developing the District through the implementation of the Community Plan.</p> <p>Develop and implement a Community Facilities Strategy.</p> <p>Promote sustainable and empowered communities through the implementation of the Council Financial Assistance Scheme.</p>	<p>Percentage of residents who agree that their local area is a place where people from different backgrounds get on well together.</p> <p>Percentage of residents who agree that 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 and percentage of financial assistance projects funded and successfully delivered.</p>
<p><b>6.</b></p> <p><b>Promote the revitalisation of our city, towns, villages and rural communities.</b></p> <p>We will work with residents, businesses and our partners in regeneration to further develop desirable places to live, work, invest in and visit across the District.</p>	<p>Progress the Belfast Region City Deal, ensuring inclusive economic growth for the region.</p> <p>Implement priority projects identified within masterplans, village plans and AONB Action Plans.</p> <p>Establish a new Civic Centre, theatre and conference facility that will revitalise Newry City and the wider District.</p> <p>Develop a car parking strategy in line with strategic regeneration development needs and sustainability.</p>	<p>Progress against key BRCD projects.</p> <p>Number of Public Realm Schemes delivered.</p> <p>Increased business growth and employment.</p>

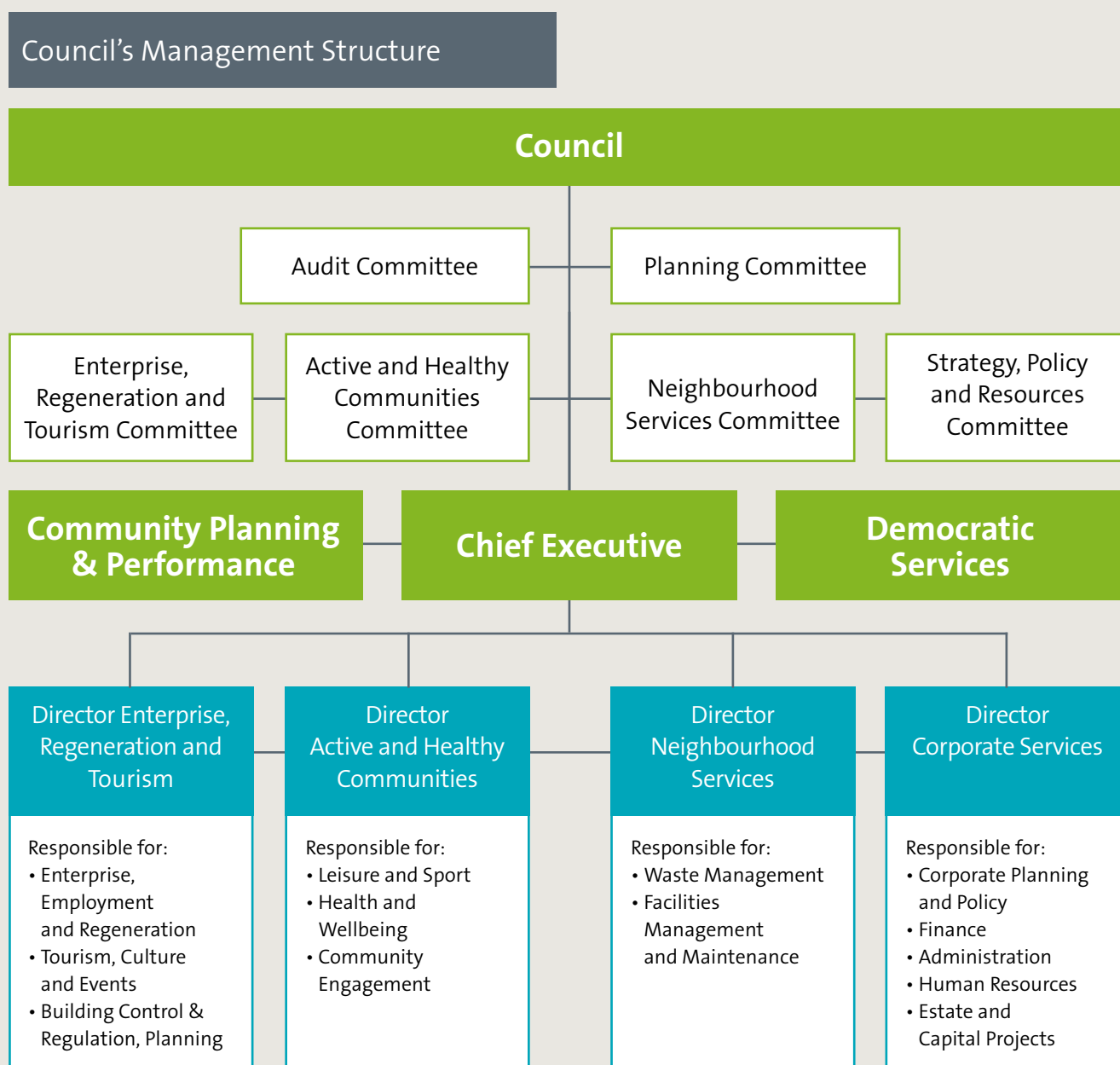
Strategic Objectives	Key Actions	Measures of Success
<p><b>7.</b></p> <p><b>Provide accessible, high-quality and integrated services through continuous improvement.</b></p> <p>We will build a high performing Council, fit for the future that delivers efficient and effective services for the benefit of both residents and staff.</p>	<p>Introduce new, efficient and innovative ways to transform and improve the way we plan, manage and deliver services.</p> <p>Develop a robust and reliable evidence base to inform decision making, policy development and service provision.</p> <p>Effectively manage performance and ensure employees understand how their role contributes to corporate priorities/better outcomes for citizens.</p> <p>Support Elected Members in their leadership role.</p> <p>Implement a new neighbourhood model of providing cleansing and maintenance services.</p>	<p>Level of resident satisfaction.</p> <p>Level of staff satisfaction.</p> <p>Level of absenteeism.</p> <p>Compliance with Duty of Improvement.</p> <p>Percentage of residents who agree that the Council provides value for money.</p> <p>Number of employees and Elected Members participating in training programmes.</p>
<p><b>8.</b></p> <p><b>Advocate with others for the benefit of all people of the District.</b></p> <p>We will lobby and campaign with government and others to attract investment, develop modern infrastructure across the District, address needs and improve the quality of life for all.</p>	<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>Compliance with the Duty of Community Planning / monitor delivery of outcomes with partners.</p> <p>Percentage of residents who are satisfied with their local areas as a place to live.</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.

The Committee and Management Structure demonstrates how the decision-making process is implemented in Council as follows:-



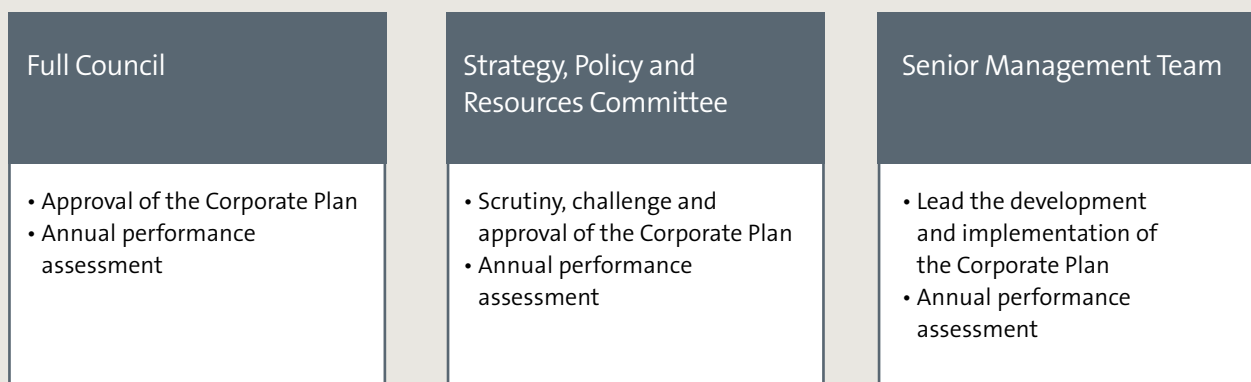


Reviewing performance and reporting progress to Elected Members and other key stakeholders is very important as it facilitates transparency, accountability and improvement in everything the Council does. The Council regularly monitors performance in relation to the implementation of key plans and strategies, which support the achievement/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 2019-23 are outlined below:-

## Governance Arrangements



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

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Peace Maze, Castlewellan



An aerial photograph of a large, intricate green maze with a white path. The maze is split diagonally by a white triangle. The text is located within the white triangle.

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