

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

# Phlean Corparáideach 2021-2023 Corporate Plan 2021-2023



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

# Proud of our past. Building our future together.

Newry, Mourne and Down District Council  
Corporate Plan 2021-2023



# Foreword



Councillor  
Laura Devlin  
Chairperson



Marie Ward  
Chief Executive

Welcome to Newry, Mourne and Down District Council's Corporate Plan 2021-23.

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.

While the Covid-19 pandemic has, and will continue to have an impact for everyone, 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, towns and villages, delivering on key projects such as building 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.

Over the next two years we will encourage our citizens to improve their health and wellbeing to enhance their quality of life by becoming more active and enjoying the many facilities and green and open spaces our District has to offer.

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 also 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 period going forward with its many challenges and opportunities as we continue to deliver on the Council's ambitious plans while working together and advocating on your behalf to make Newry Mourne and Down a great place to live, work and visit.

Councillor Laura Devlin  
**Council Chairperson**

Marie Ward  
**Chief Executive**



Slieve Binnion, Newcastle

# Contents

06

Executive  
Summary

---

08

Introduction

---

10

Our Corporate Plan  
Why We Need It

---

12

Our Vision,  
Mission and Values

---

14

Our District  
A Profile

---

20

Our Council  
Our Performance

---

22

Our Plan  
How We Developed  
the Corporate Plan

---

26

Our Way Forward  
What We Want  
to Achieve

---

28

Our Key Actions  
What We Will Do

---

32

Our Council  
How We Govern

---

34

Our Elected  
Members

---

38

Appendix

---

# Executive Summary

Our mission as a council for the next two 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 three values which are fundamental to everything we do:

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## Accountable

We will be accountable for how we plan for and use resources sustainably

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## Collaborative

We will work in partnership with others

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## Transparent

We will be transparent in how we make decisions

---





To enable us achieve our mission and realise our vision we will focus on the following eight strategic objectives over the next two 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 two-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 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.

Our key actions for 2021-23 are detailed on pages 28-31.

# Introduction

**This is Newry, Mourne and Down District Council's Corporate Plan for the two-year period 2021-23 which builds on the progress and achievements of our first five years.**

With 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.

With approximately 1,030 employees and an annual budget of circa £58M made up from rates income, grants from central government and income generated from specific services, we are the third largest of the 11 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 16% being 65 years and older.

During our first five 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.

While we acknowledge the Covid-19 pandemic may be a continuing feature and have an impact upon Council services, this new Corporate Plan will continue to guide our activities and how we allocate our resources over the next two 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.





Carlingford Lough Ferry

# 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, 'Living Well Together', was agreed by the Council, public service providers, government departments and partners in the business, voluntary and community sectors.

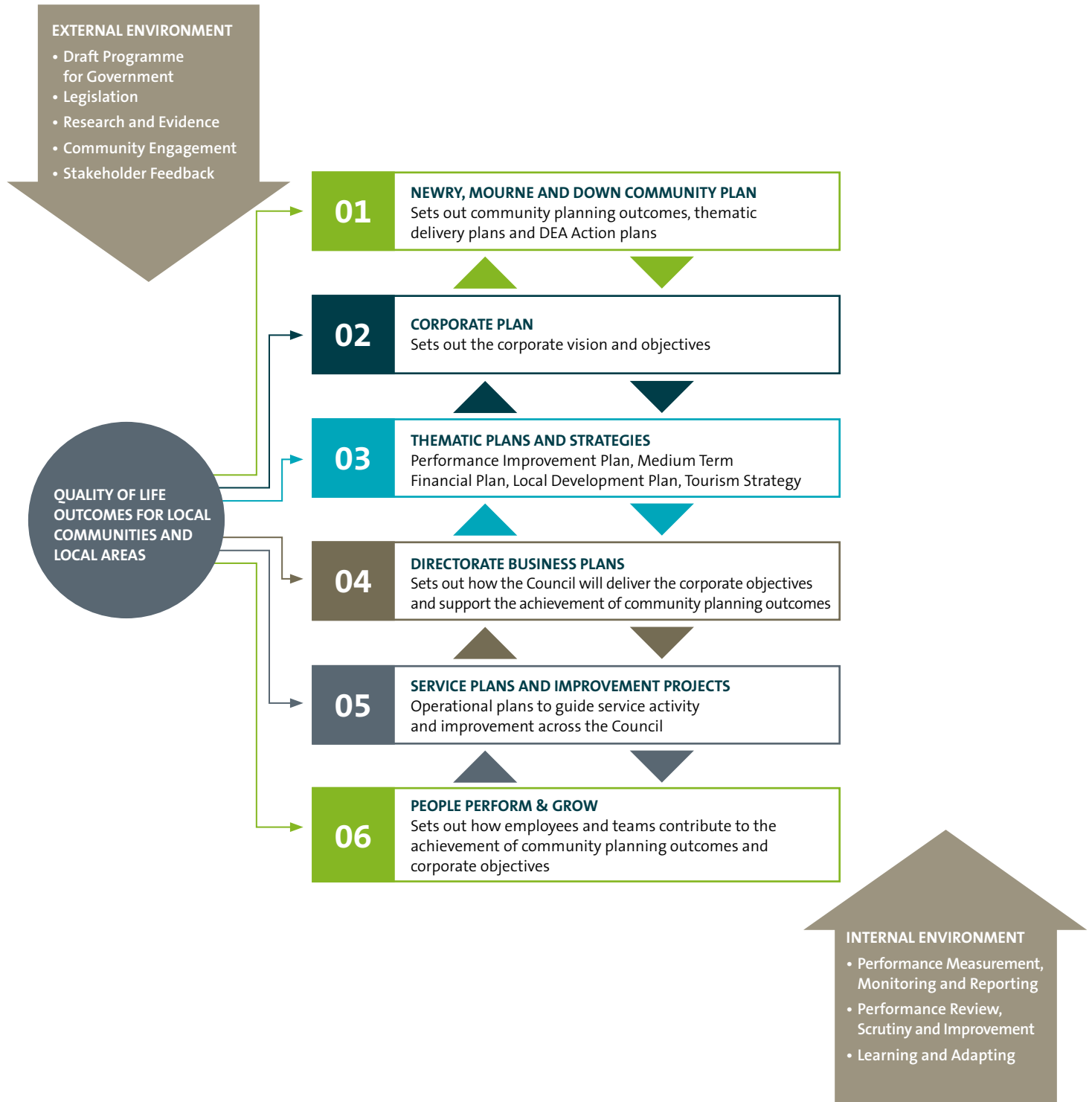
The Community Plan partners are committed to playing a full and active role in delivering the following outcomes:

- **All people in Newry, Mourne and Down get a good start in life and fulfil their lifelong potential**
- **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 2021-2023 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 business plans and service plans to ensure the entire organisation is 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
- Enhance, protect and promote 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 three values which are fundamental to everything we do:

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## Accountable

We will be accountable for how we plan for and use resources sustainably

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## Collaborative

We will work in partnership with others

---



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## Transparent

We will be transparent in how we make decisions

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Saintfield Community Centre

# Our District

## A Profile

**Newry, Mourne and Down district has the third largest population of council areas 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 many challenges 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. The following statistics reflect the position as of October 2020.



# Prosperous Communities



## Economy

Employment Rate of  
**73.6%**  
in 2019

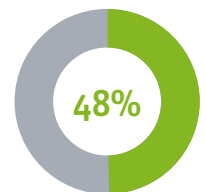
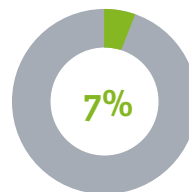
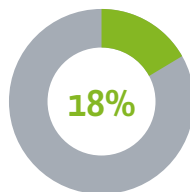
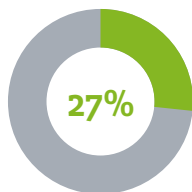
In 2018, **3%**  
of 18-24 year olds in  
NMD claiming jobseekers  
allowance plus out-of-work  
universal credit

**1,289,821**  
nights spent on  
overnight trips (2018)  
resulting in an estimated  
tourism spend of  
**£69,345,336**

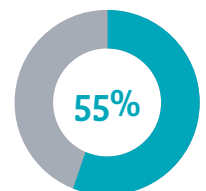
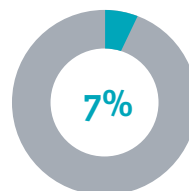
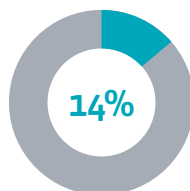
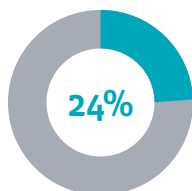
**8,865**  
VAT and/or PAYE  
Registered Businesses  
in 2020

## 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 or 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

**3,309**

applicants were on the NIHE waiting list at 31 March 2020

Currently recycle

**53.7%**

of all our waste 2019/ 2020

**4** RAMSAR (wetlands) sites

**3** Special Protection Areas

**11** Special Areas of Conservation

**62** Areas of Special Scientific Interest and

**2** National Nature Reserves

**654**

applications for new residential properties have been approved between April 2017 and March 2018

**One of the lowest levels**

of waste to landfill across all NI councils

**1,669**

houses built in NMD Urban Housing Monitoring Area between April 2018 and Oct 2019.

# 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 30 minutes

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 2016-18 was **78.9 years**, and **77.5 years** for males living in the 20% most deprived areas of the district

Female Life Expectancy in NMD in 2016-18 was **83.1 years**, and **82.4 years** for females living in the 20% most deprived areas of the district



Kilbroney Forest Park

# Lifelong Potential

## Connectivity



**9%**

of premises in NMD  
unable to get at least  
10Mbit/s download speed  
1Mbit/s upload speed

There are

**3,062 km**

of public road across NMD

## Education



In 2019,

**13%**

16 - 64 year olds  
had no qualifications

**56.5%**

of school leavers achieved  
2+ A-levels (or equivalent)  
(2018/19)

In 2018/19

**71.9%**

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

## Deprivation



In 2017, NMD had the

**3rd highest**

level of Super Output  
Areas (SOAs) 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 NMD



# Our Council

## Our Performance

From 2015, 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
	<b>Become one of the premier tourist destinations on the island of Ireland</b>	Implementation of <b>Tourism Strategy</b> underway <b>11% increase</b> in visitor numbers <b>44% increase</b> in visitor spend <b>22% increase</b> in visitor dwell time Application for Global Geopark status for the Mourne Gullion Strangford submitted	    
	<b>Attract investment and support the creation of new jobs</b>	<b>988 new jobs</b> promoted and <b>979 new business starts</b> supported through business start up activity <b>City Deal</b> for the Belfast Region secured <b>82% decrease</b> in the number of Job Seekers Allowance claimants <b>Regeneration and Economic Development Strategy</b> launched <b>Production of Local Development Plan</b> underway	    
	<b>Support improved health and wellbeing outcomes</b>	<b>Newry and Down Leisure Centres</b> open <b>Implementation of the Sports Facility and Play Strategies</b> underway <b>25% increase</b> in attendances at Council leisure facilities <b>4 new play parks</b> open, <b>4 play parks transformed</b> and <b>19 parks upgraded</b>	   
	<b>Protect our natural and built environment</b>	<b>Aughnagun and Drumanakelly landfill sites</b> closed <b>Increase of 14.8%</b> in the rate of recycling, to <b>53.7%</b> <b>86.9% reduction</b> in the amount of waste going to landfill, to 2,131 tonnes <b>22% reduction</b> in black bin waste, <b>25% increase</b> in blue bin waste and <b>133% increase</b> in brown bin waste <b>Downpatrick Household Recycling Centre</b> open <b>Camlough Lake flood defences</b> complete	     

Corporate Priority	Progress	Status Trend
 <b>Lead the regeneration of our urban and rural areas</b>	The restoration of Warrenpoint Town Park complete	😊
	Implementation of 5 Masterplans underway	😊
	Environmental improvement and revitalisation schemes in Downpatrick, Newry and Warrenpoint complete	😊
	Processing time for local planning applications improved by 14 weeks	⚠️
	Processing time for major planning applications increased by 37.6 weeks	🔻
 <b>Advocate on your behalf specifically in relation to those things that matter most to you</b>	Newry, Mourne and Down achieved age friendly status from the World Health Organisation	😊
	9% increase in premises with superfast broadband, to 82%	⚠️
	£15m awarded to FFNI Consortium to improve digital infrastructure**	😊
	Review of community planning structures complete	😊
 <b>Empower and improve the capacity of our communities</b>	Implementation of Community Plan underway	😊
	Seven DEA forums established and delivery of Local Action Plans ongoing	😊
	Review of community centres complete	😊
	£5.7m awarded to 1,900 applications through the Financial Assistance Scheme	😊
	27% increase 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>	87% of residents are satisfied with the Council	😊
	75% of residents believe Newry, Mourne and Down is a good place to live	😊
	Slight reduction in employee absenteeism	⚠️
	Compliance with the statutory Duty of Improvement	😊
	IIP / CSE accreditation not progressed	😞

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

#### LEGEND

- 😊 Target or action achieved
- 😐 Target or action partially achieved
- 😞 Target or action not achieved

#### TREND

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

# Our Plan

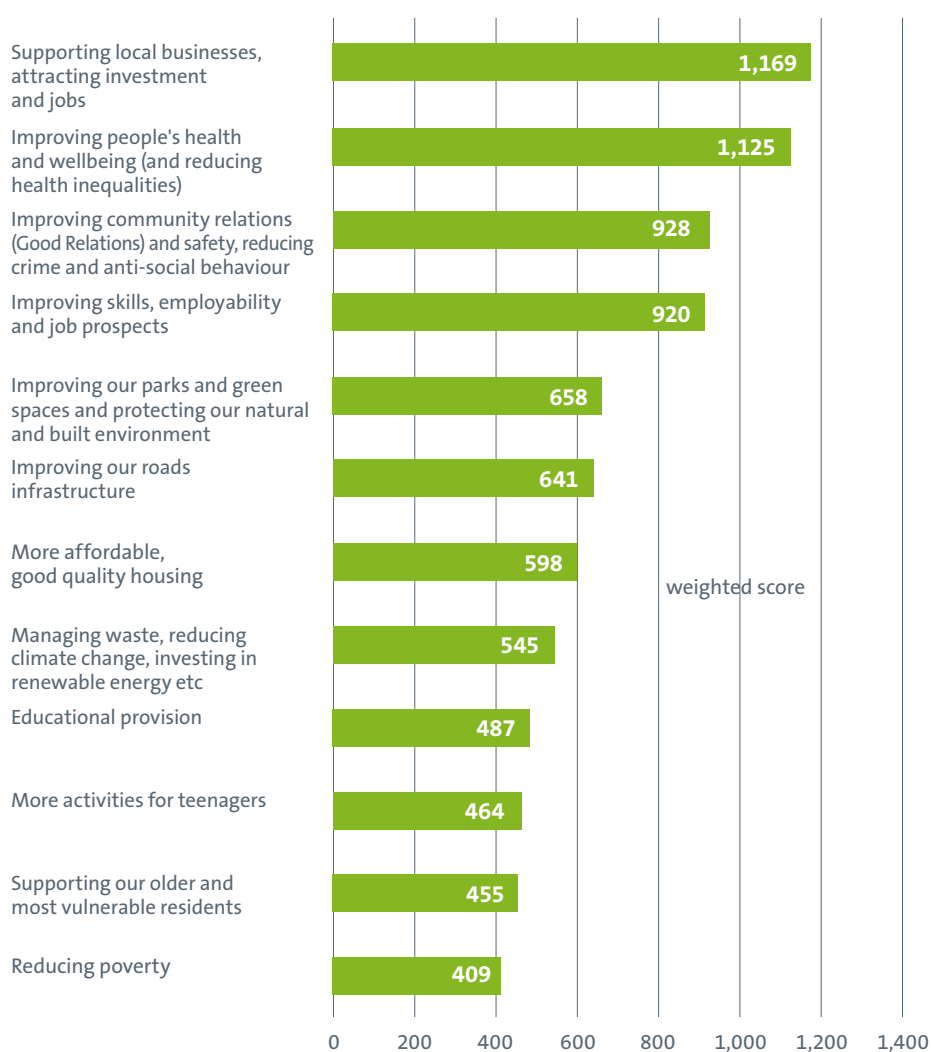
## How We Developed the Corporate Plan

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 three-phased approach.



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 sectors and Older People's Forum all informed the findings of the plan. The draft plan has been subject to a 12-week public consultation.

Consultees were asked their views on:

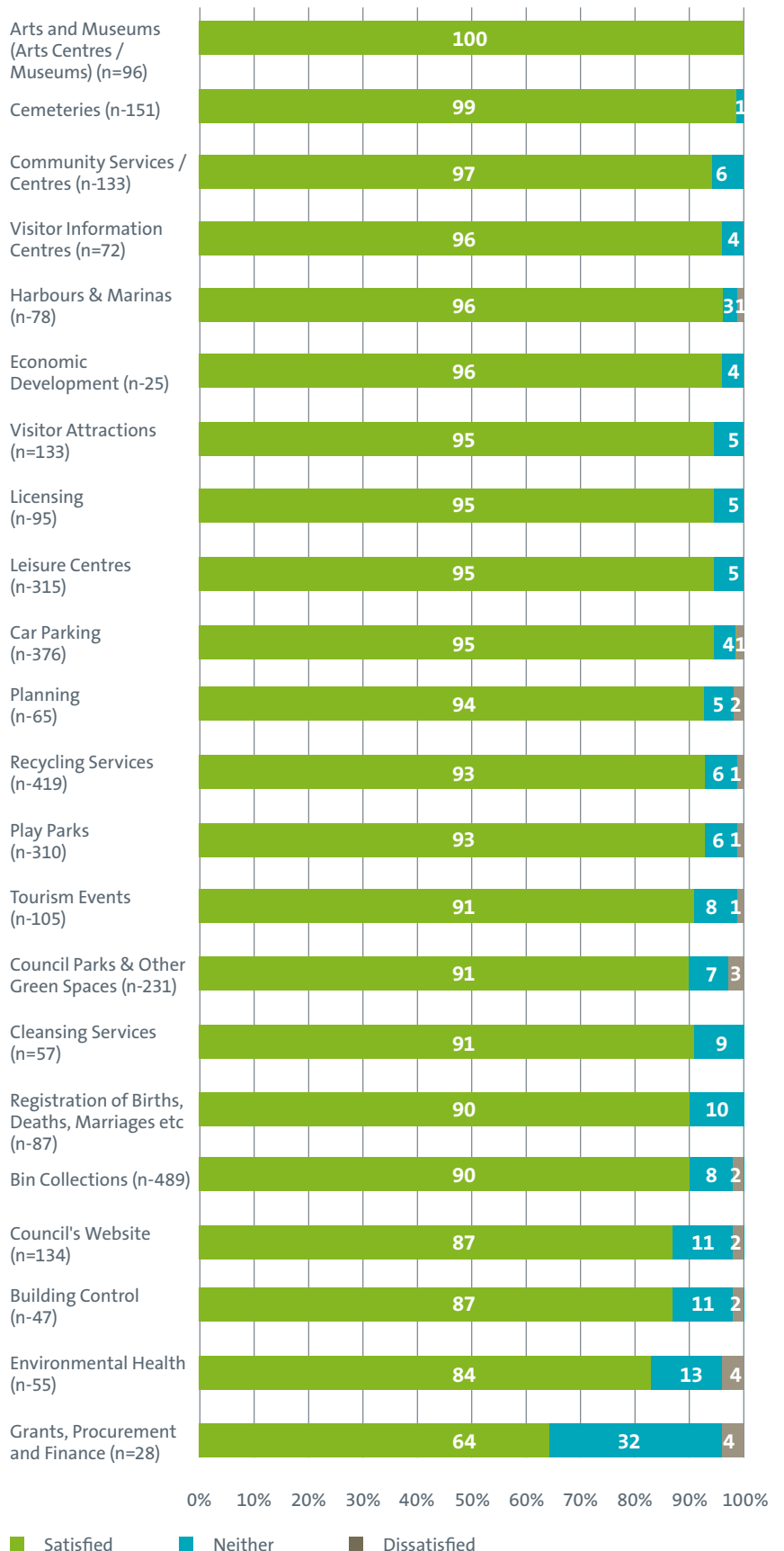
- The needs for the district
- The impact of the current corporate objectives over the first term of Council
- What the objectives and priority actions should be for the next four years.

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

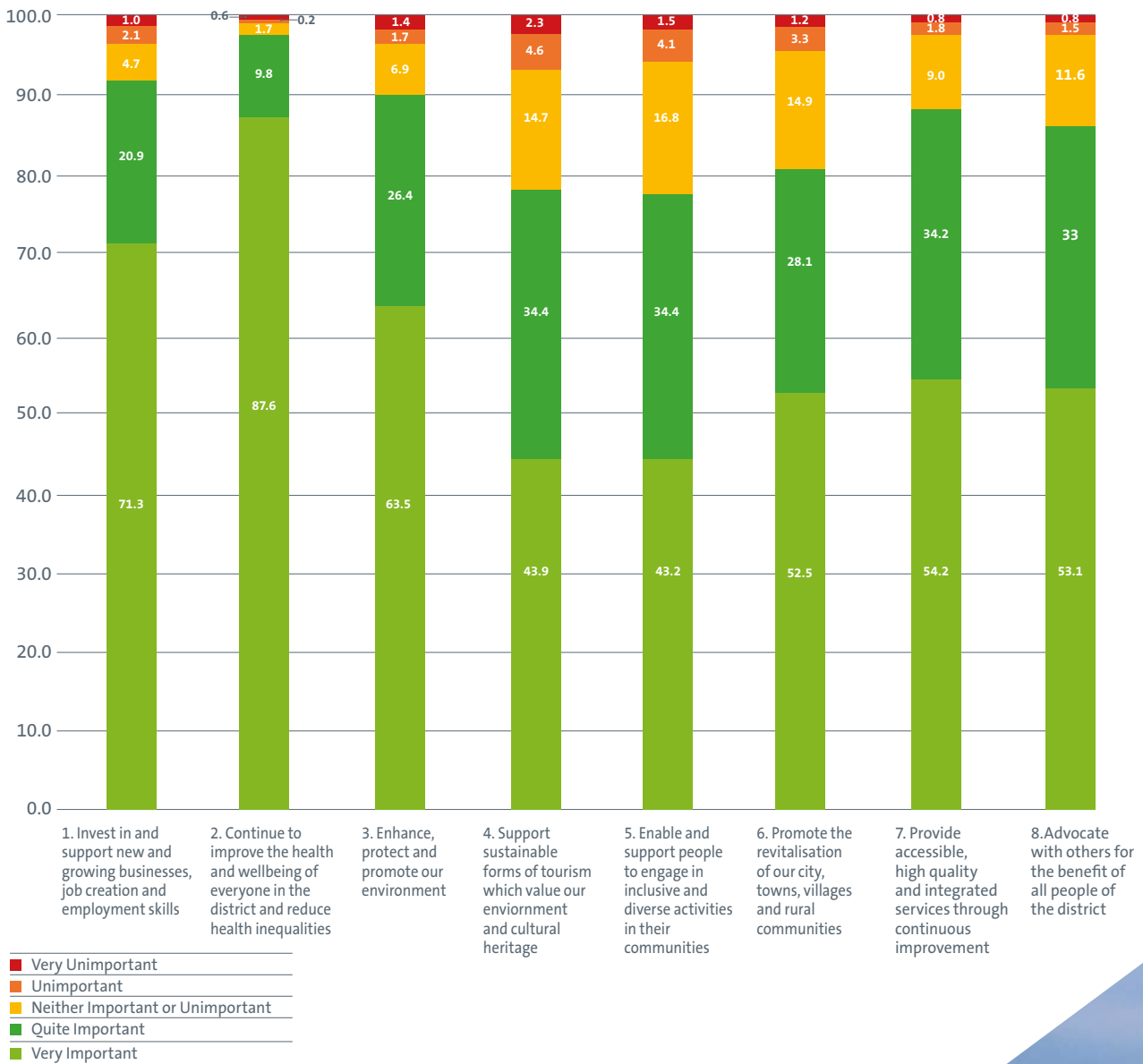
Issues raised included the need to:

- 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
- Protect our environment and its assets.

## Satisfaction with Council Services



## Participants were asked to what extent the 8 strategic objectives of the draft corporate plan are still important, given the impact of COVID



In Autumn 2020 in response to the Covid-19 Pandemic and its impact on council service delivery, a third consultation exercise was undertaken. Online focus Groups were held with a representative sample of residents as well as an online survey which was promoted on Councils social media platforms. Participants were asked their views on a number of issues including if the proposed corporate objectives originally identified were still deemed to be relevant in the current climate and areas of concern during this time.

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. 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:



### **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.

Ben Crom Reservoir



### **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.

# Our Key Actions

## What We Will Do

To enable the Council to deliver on its eight strategic objectives the following key actions have been identified.

Over the next two years the principal projects Council aims to progress delivery upon are:

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

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 businesses 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>Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities.</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>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 and implement the Local Development Plan.</p> <p>Develop a Local Climate Change Adaption Plan.</p> <p>Implement priority projects identified within AONB action plans and protect our biodiversity.</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>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 and development of tourism 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>Continue to develop the district's bid to achieve the UNESCO Global Geopark designation by summer 2021.</p>	<p>Increased visitor spend.</p> <p>Increased overnight stays.</p> <p>Increased visitor satisfaction.</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 and village 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 Downpatrick Regeneration.</p>	<p>Progress against key BRCD projects.</p> <p>Number of Public Realm Schemes delivered.</p> <p>Increased business growth and employment.</p>

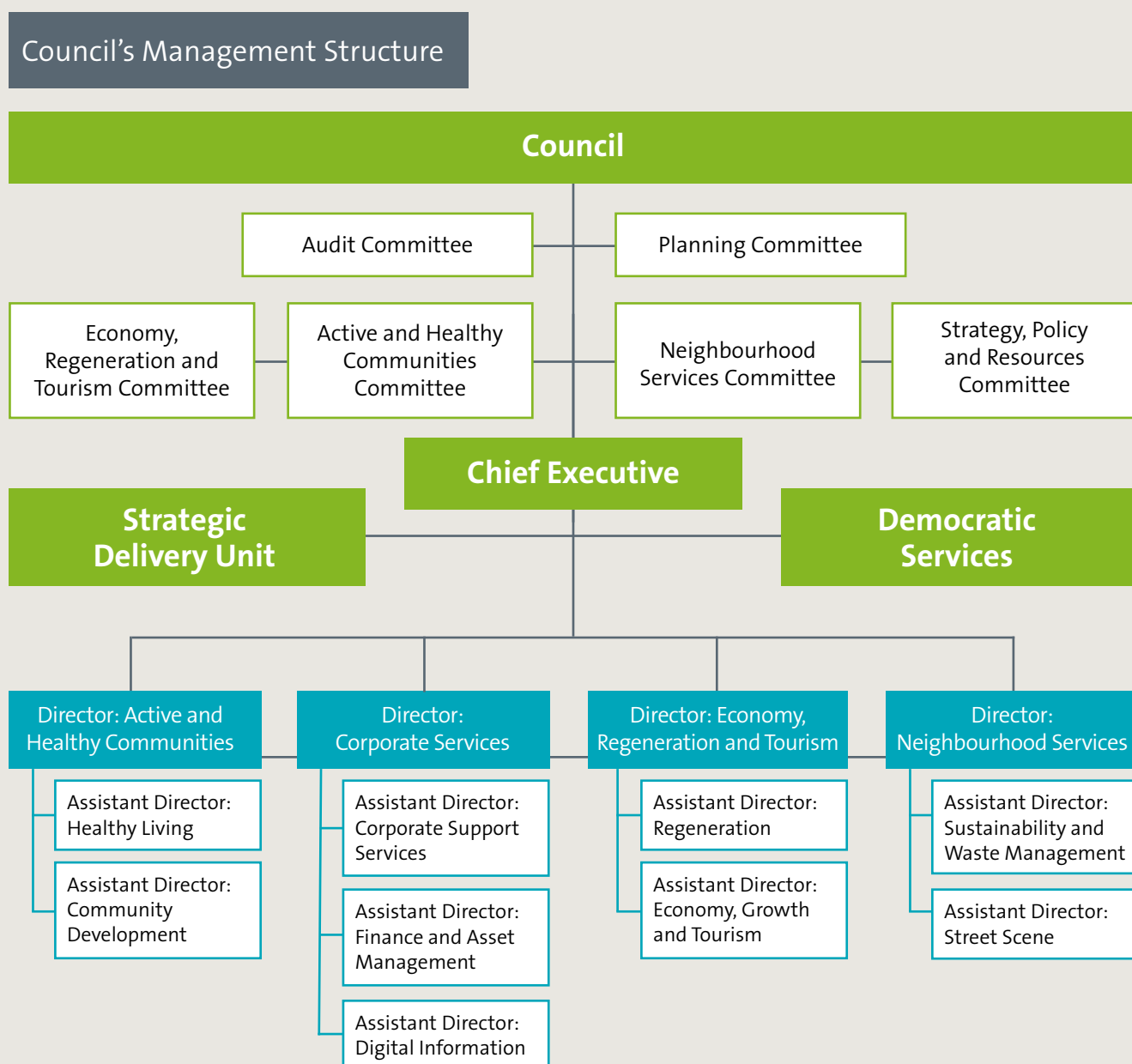
Strategic Objectives	Key Actions	Measures of Success
<p><b>7.</b></p> <p><b>Provide accessible, high-quality and integrated services through continuous improvement.</b></p> <p>We will build a high performing Council, fit for the future that delivers efficient and effective services for the benefit of all.</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 align individual contribution with corporate objectives and better outcomes for all.</p> <p>Support elected members in their leadership role.</p> <p>Implement a new neighbourhood model of providing cleansing and maintenance services.</p>	<p>Increased citizen satisfaction.</p> <p>Compliance with Duty of Improvement.</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:

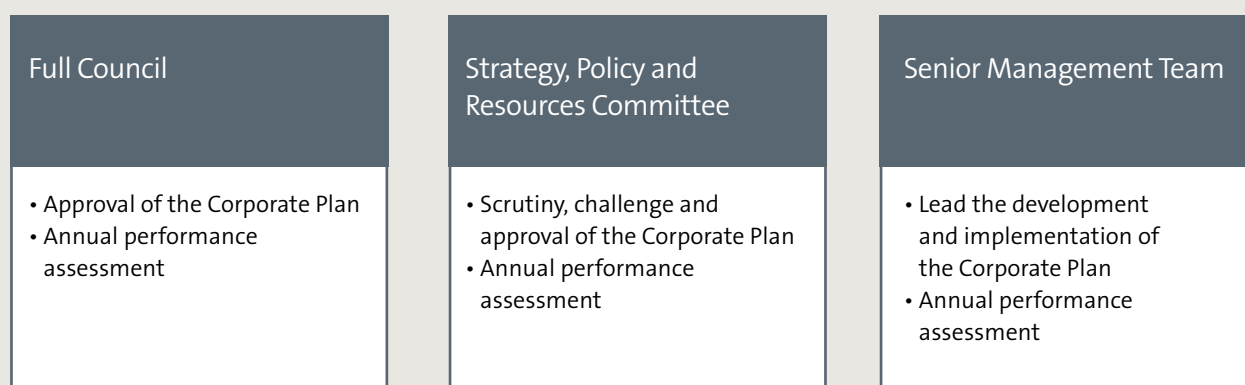


Reviewing performance and reporting progress to elected members and other key stakeholders is very important as it facilitates transparency, accountability and improvement in everything the Council does. The Council regularly monitors performance in relation to the implementation of key plans and strategies, which 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 2021-2023 are outlined below:

## Governance Arrangements



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

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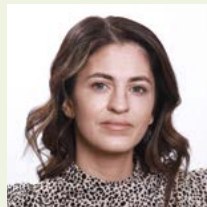
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# Appendix

Programme for Government Framework Outcomes Delivery Plan	Newry, Mourne and Down Community Plan Outcomes	Newry, Mourne and Down District Council Corporate Plan Objectives
<p>We enjoy long, healthy, active lives.</p> <p>We care for others and we help those in need.</p>	<b>All people in Newry, Mourne and Down enjoy good health and wellbeing.</b>	Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities.
<p>We prosper through a strong, competitive, regionally balanced economy.</p> <p>We have more people working in better jobs.</p> <p>We have created a place where people want to live and work, to visit and invest.</p>	<b>All people in Newry, Mourne and Down benefit from prosperous communities.</b>	<p>Invest in and support new and growing businesses, job creation and employment skills.</p> <p>Support sustainable forms of tourism which value our environment and cultural heritage.</p> <p>Promote the revitalisation of our city, towns, villages and rural communities.</p>
<p>We live and work sustainably - protecting the environment.</p>	<b>All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment.</b>	Enhance, protect and promote our environment.
<p>We have a more equal society.</p> <p>We have a safe community where we respect the law and each other.</p> <p>We are a shared, welcoming and confident society that respects diversity.</p>	<b>All people in Newry, Mourne and Down live in respectful, safe and vibrant communities.</b>	Enable and support people to engage in inclusive and diverse activities in their communities.
<p>We are an innovative and creative society where people can fulfil their potential.</p> <p>We give our children and young people the best start in life.</p> <p>We connect people and opportunities through our infrastructure.</p>	<b>All people in Newry, Mourne and Down get a good start in life and fulfil their lifelong potential.</b>	<p>Provide accessible, high quality and integrated services through continuous improvement.</p> <p>Advocate with others for the benefit of all people of the district.</p>

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