Plean 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.

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.



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 encompasses 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 our 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.

Transparency

We will be transparent in how we make decisions.

Excellence

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

Integrity

We will act with integrity and want the people of the district to trust us to do so.

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.

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:

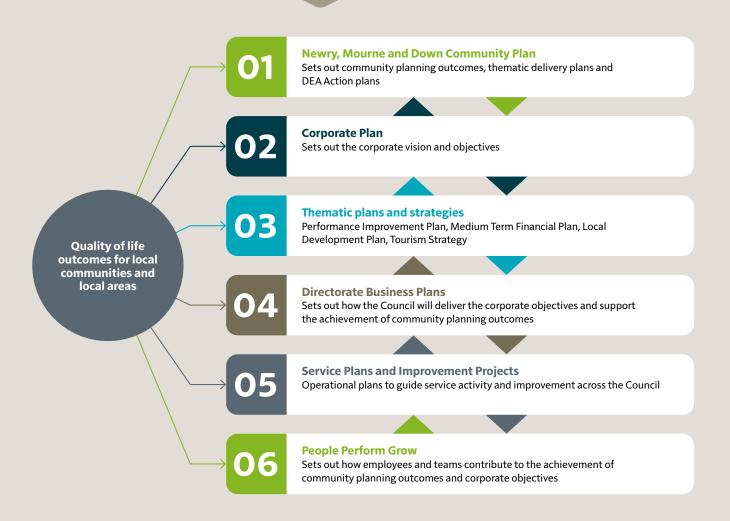
- get a good start in life and fulfil their lifelong potential
- enjoy good health and wellbeing
- benefit from prosperous communities
- benefit from a clean, quality and sustainable environment
- live in respectful, safe and vibrant communities.

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.

External Environment

Programme for Government Legislation Research and Evidence Community Engagement Stakeholder Feedback



The diagram above 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.

Internal Environment

Performance Measurement, Monitoring and Reporting Performance Review, Scrutiny and Improvement Learning and Adapting

Our District in Numbers



ga Irish

Irish Language

18.6%

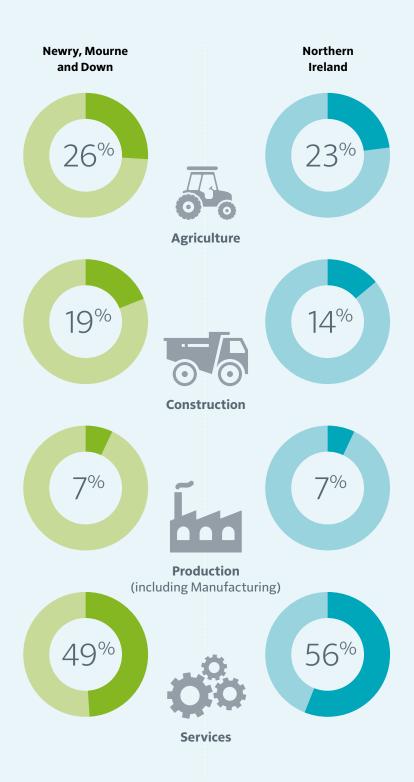
of our residents aged three and over have some ability in Irish language (Census 2021)

13 schools

Our district has seven nursery schools, five primary schools and one post primary school (Comhairle na Gaelscolaíochta)



Businesses by Sector





Community

87%

of residents agree that their local area is a place where people from different backgrounds 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

1,031

31 March 2022

applications for new residential properties have been approved 2021-2022

4,219
new residential properties built 2016-2022

Protected Sites

AONBs covering approximately 55.7% of the district

RAMSAR
Wetlands Sites

Special Protection Areas

Special Areas of Conservation

Areas of Special
Scientific Interest

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

was the male life expectancy in NMD in 2016-2018

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

82.7

was the female life expectancy in NMD in 2016-2018

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



Connectivity



30Mbit/s



full fibre



Education

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

48%

of school leavers achieved two or more A-Levels or equivalent (2018-2019)

81.3%

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



3rd highest

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

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



highest ranked SOAs in NI for

income deprivation come from within NMD

Our Council Our Performance

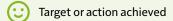
Between 2021 and 2023, the Council made significant progress in delivering the Corporate Plan. Our performance to date has helped us to identify new corporate objectives, supporting actions and measures of success.

	Corporate Priority	Progress	Status Trend
	Invest in and support new and growing businesses, job creation and employment skills	426 new jobs created and 1,052 businesses supported through Council programmes.	©
		566 new jobs promoted through business start up activity.	<u> </u>
		£16.5m held in economic and regeneration funding contracts for investment with £3.7m spent in 2022–2023.	©
		Belfast Region City Deal signed in December 2021.	<u> </u>
		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.	©
ir a e d	Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities	A consultant has been appointed to develop the Physical Activity, Health, Wellbeing and Sports Development strategy which will be carried out in 2024–2025.	<u> </u>
		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.	<u>=</u>

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

	Corporate Priority	Progress	Status Trend
	Enable and support people to engage in inclusive and diverse	Newry, Mourne and Down District Council organised a second Housing Needs Conference which took place in November 2021.	©
activities in their communities	A community facilities strategy has now been developed and is out for consultation. This should be available in 2024/2025.	<u>=</u>	
		Through Participatory Budgeting, £67,000 was distributed across 60 successful community groups / organisations.	<u> </u>
		£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.	<u>©</u>
		87% of residents agree that the local area is a place where people from different backgrounds get on well together.	Δ
		65% of residents agree that the Council consults with and listens to the views of local people.	Δ
		45% of residents feel that they can have a say on how services are delivered in their local area.	∇
	Promote the revitalisation of our city, towns,	rogress continues on the implementation of the key ansformative projects for Newry, Mourne and Down brough the Belfast Region City Deal (BRCD).	
	villages and rural communities	Investment of £4 Million in seven public realm schemes completed across seven rural villages.	<u> </u>
		Planning has now been submitted for the development of the new Civic and Regional Hub and the Theatre and Conference Centre in Newry.	<u>©</u>
		The work on the Bann Road car park facility has been completed and is operational as a Park and Share facility.	<u> </u>
		Downpatrick Regeneration Working Group established and meeting to envisage town's future.	<u>©</u>
		Increase in the number of VAT/PAYE registered businesses registered in Newry, Mourne and Down.	Δ
		Increase in the number of employee jobs.	Δ

	Corporate Priority	Progress	Status Trend
	Provide accessible,	88% of residents are satisfied with the Council.	Δ
	high quality and integrated services through continuous	92% of residents believe that the Council helps make Newry, Mourne and Down a good place to live.	Δ
	improvement	88% of residents say they trust the Council.	Δ
		74% believe the Council provides good value for money.	Δ
		Increase in employee absenteeism.	∇
		Compliance with the statutory Duty of Improvement.	©
Advocate with others for the benefit of all people	Implementation of the Community Plan is underway with a statement of progress presented to the Partnership Board in 2022.	\odot	
,	of the district	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.	<u>©</u>
		91% of residents are satisfied with their local area as a place to live.	Δ



Performance has improved

Target or action partially achieved



Performance is similar to the previous years



Target or action not achieved



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

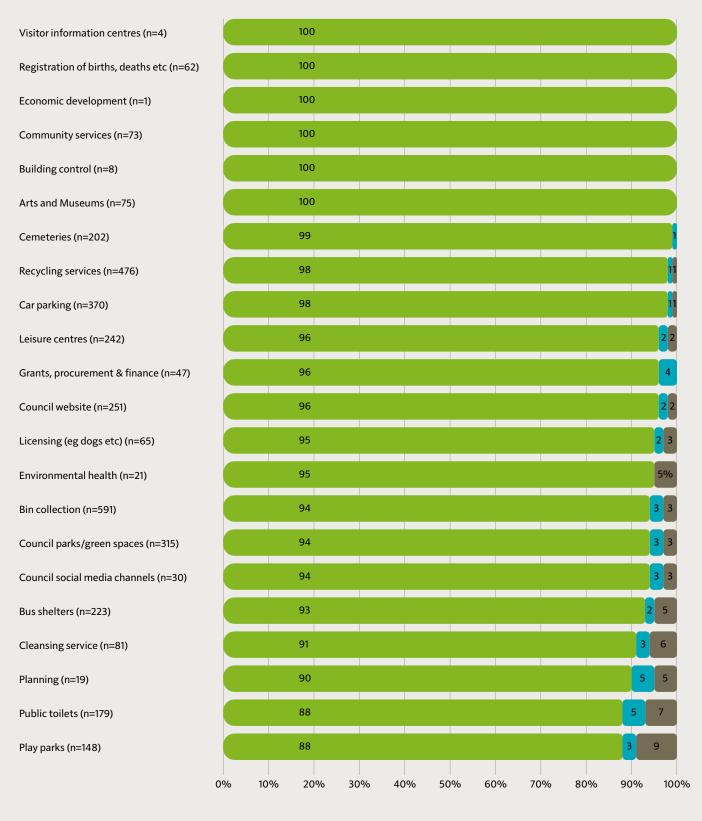
Our residents' survey, undertaken in September 2022, was based on a representative sample of residents aged 16+ with quotas applied for age, gender, social class and electoral wards.

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 Resident's 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.

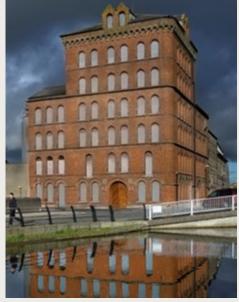
The broad themes which were identified included growing the economy and supporting local business, making the most from advances in digitisation, supporting health and wellbeing, reducing poverty and inequality, targeting social needs and community wealth building, and protecting and benefiting from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

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

Improving skills, employability and job prospects









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

Strategic Objectives	Key Actions	Measures of Success
Support the continued growth and development of our local economy	Implement a programme of support that will increase growth and investment for new and established businesses and social enterprises across the district. 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. Support the growth of new and existing businesses through the delivery of innovative and digital focused initiatives. 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. Continued growth of our area's infrastructure through a responsive planning system.	Number of jobs created and businesses supported through Council programmes. Number of jobs promoted through business start-up activity. Amount of investment secured and distributed by Council.
Improve the health and wellbeing of everyone in the district	Continue to implement our: Active Travel Masterplan Age Friendly Strategy 2021-2031 Sports Facilities Strategy Play Strategy Community Trails Development Plan. Carry out initiatives to tackle health inequalities across the district. Establish an Open Spaces Strategy. Delivery of projects within the PeacePlus Action Plan addressing wellbeing, social prescribing and opening of shared spaces.	Number of people participating in targeted health programmes. Number of attendances at Council indoor leisure facilities. Numbers of users of community trails.

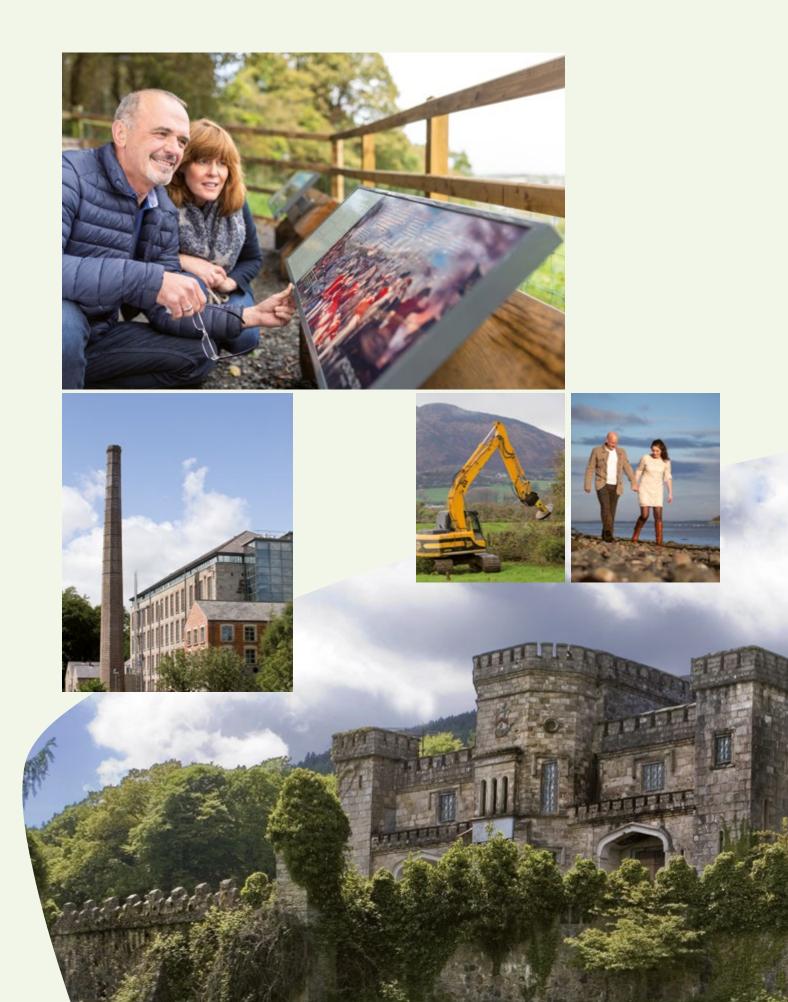
Strategic Objectives Key Actions Measures of Success Level of street cleanliness Develop and implement a: **Protect and** Climate Change and Sustainability Strategy across the district (Keep enhance our Local Climate Change Adaptation Plan Northern Ireland Beautiful environment **Biodiversity Strategy** Cleanliness Index). to secure a Tree Strategy. Level of compliance with sustainable future Undertake a baseline assessment of the Council's Sustainable Development carbon footprint and set targets to reduce our carbon Duty. emissions. Percentage of waste Support the implementation of new Electric Vehicle recycled. (EV) charging points. Percentage of EV charging Keep under review the actions to address sustainability points. and the climate change emergency declared by Council. Contribute to the delivery of the Area of Outstanding Natural Beauty (AONB) Management Action Plans and the Marine Protected Area Management Plans. Develop and implement a District Enforcement Action Plan for controlling environmental crime and reducing littering, fly tipping and dog fouling incidents. Develop and implement the Local Development Plan. Implementation of Building Regulations and licensing obligations in partnership with our customers and stakeholders. Deliver the Council's Tourism Strategy. Level of visitor spend. **Support** regenerative Develop the tourism proposition for the district and Number of overnight stays. tourism new visitor experiences with industry in line with Level of visitor satisfaction. opportunities Tourism Experience Brands. which promote our Number of visitors to Continue to progress the Mourne Mountains Gateway culture, heritage Council's Arts Centres and Project as part of the BRCD investment programme, and environment Museums. and other major tourism capital projects throughout the district. Implement the Mourne Gullion Strangford UNESCO Global Geopark Masterplan 2020-2023 and Business Plan 2021-2025.

Continue to deliver the Council's Arts, Culture & Heritage Strategy to grow our audiences, increase engagement and enhance our Arts, Museums and

Events' offering.

Strategic Objectives Key Actions Measures of Success Development and delivery of the: Percentage of residents **Empowering** District Electoral Area Action Plans who agree their local area communities to Policing & Community Safety Partnership Action is a place where people of play an active part different backgrounds get in civic life Good Relations Programme Action Plan on well together. Downpatrick and Newry Neighbourhood Renewal Percentage of residents who **Areas Action Plan** agree the Council consults Social Inclusion Action Plan including the delivery with, and listens to, the of the Ethnic Minority Support Centre views of local people. PeacePlus Action Plan Community Wealth Building Action Plan. Percentage of residents who feel they can have a say on Implementation of the Community Plan. how services are delivered Development of a Community Facilities Strategy. in their local area. Delivery of the Financial Assistance Programme. Number of financial assistance projects funded. Number of people accessing the Ethnic **Minority Support Office** services. **Develop and** Implement a Small Settlement regeneration scheme in Number of BRCD projects delivered. partnership with Government Departments. revitalise our district Number of small settlement Implement regeneration initiatives across urban centres and develop forward work programme for schemes delivered. future regeneration initiatives. Number of new / upgraded Progress the Belfast Region City Deal. public conveniences. Update existing masterplans and village plans in line with the emerging Local Development Plan. Implement our Public Convenience Strategy.

Strategic Objectives Key Actions Measures of Success Develop a robust and reliable evidence base to inform Level of citizen satisfaction. **Deliver sustainable** decision making, policy development and service services Compliance with duty of provision. improvement. Effectively manage performance and align individual Number of users registered contribution with corporate objectives and better to Council corporate social outcomes for all. media channels. Establish accurate data collection arrangements to Number of visits to inform actions related to sustainability and climate Council's corporate website. change. Implementation of People Perform Grow (PPG). Utilise our website and digital channels to enhance service delivery. To embed a digital culture across the organisation. Implement our: **Equality Action Plan Disability Action Plan** Irish Language Strategy. Represent the voice Continue to work with key stakeholders and our Compliance with the duty statutory partners: of Community Planning. of the district with to improve the health and wellbeing across the our partners Percentage of residents who are satisfied with their to identify appropriate actions in relation to the local area as a place to live. climate change emergency. Number of training events Collaborate and engage with key tourism & hospitality provided to elected sector stakeholders to reinforce a strong partnership members. approach to tourism growth and leadership - including tourism business clusters & industry associations. Work with partners to implement the Community Plan and deliver better outcomes / improve the quality of life for all. Support elected members in their advocacy role around key local actions. Implementation of Elected Member Development programme.



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:

Chief Executive

Democratic Services

Strategic Delivery Unit Deputy
Chief Executive
(nominated Director)

DirectorActive & Healthy
Communities

Director Corporate Services **Director**Economy,
Regeneration
& Tourism

DirectorSustainability & Environment

Assistant Director Healthy Living

Assistant Director
Community Development

Assistant Director People & Legal

Assistant Director Finance & Performance

Assistant Director
Digital & Communications

Assistant Director Capital & Procurement Assistant Director Regeneration

Assistant Director Economy, Growth & Tourism Assistant Director Sustainability

Assistant Director Environment

Crotlieve

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.



Mark Gibbons
Independent
mark.gibbons@nmandd.org
M: 07596 001 978



Mickey Ruane
Sinn Féin
michael.ruane@nmandd.org
M: 07764 320 317



Selina Murphy
Sinn Féin
selina.murphy@nmandd.org
T: 028 4175 4448
M: 07894 683 222



Declan McAteerSDLP
declan.mcateer@nmandd.org
T: 028 4177 2645
M: 07733 913 022



Kate Murphy Sinn Féin kate.murphy@nmandd.org M: 07512 363 904



Jarlath Tinnelly
Independent
jarlath.tinnelly@nmandd.org
T: 028 4173 9170
M: 07710 531 815



Philip Campbell Sinn Féin philip.campbell@nmandd.org M: 07595 597 8137



Cadogan Enright
Alliance
cadogan.enright@nmandd.org
M: 07590 462 329



Conor Galbraith
SDLP
conor.galbraith@nmandd.org
M: 07719 851 485



Oonagh Hanlon Sinn Féin oonagh.hanlon@nmandd.org M: 07519 202 890



Gareth SharvinSDLP
gareth.sharvin@nmandd.org
M: 07934 300 641



Willie Clarke Sinn Féin william.clarke@nmandd.org M: 07762 242 345



Laura DevlinSDLP
laura.devlin@nmandd.org
M: 07834 220 952



Glyn HannaDUP
glyn.hanna@nmandd.org
T: 028 4176 3819 (DUP Office)
M: 07540 070 852



Leeanne McEvoy Sinn Féin leeanne.mcevoy@nmandd.org M: 07872 904 369



Henry Reilly
DUP
henry.reilly@nmandd.org
T: 028 4176 2570
M: 07801 676 579



Michael Rice Sinn Féin michael.rice@nmandd.org M: 07473 105 676



Jill Truesdale
Alliance
jill.truesdale@nmandd.org
M: 07905 492 133





Doire FinnSDLP
doire.finn@nmandd.org
M: 07851 981 594



Valerie Harte Sinn Féin valerie.harte@nmandd.org T: 028 3026 1693 (Sinn Féin Office) M: 07587 774 923



Geraldine KearnsSinn Féin
geraldine.kearns@nmandd.org
M: 07851 937 251



Cathal King Sinn Féin cathal.king@nmandd.org M: 07902 628 423



Aidan Mathers
Sinn Féin
aidan.mathers@nmandd.org
M: 07894 583 055



Killian Feehan SDLP killian.feehan@nmandd.org M: 07309 410 615



Jim Brennan Sinn Féin jim.brennan@nmandd.org M: 07899 110 135



Roisin Howell Sinn Féin roisin.howell@nmandd.org M: 07522 271 849



Alan Lewis DUP alan.lewis@nmandd.org M: 07707 058 195



Helena Young
Alliance
helena.young@nmandd.org
M: 07934 569 913



Siobhan O'Hare Sinn Féin siobhan.ohare@nmandd.org M: 07746 031 907



Terry Andrews
SDLP
terry.andrews@nmandd.org
T: 028 4483 1308
M: 07879 998 559



Callum Bowsie
DUP
callum.bowsie@nmandd.org
M: 07541 178 036



Jonathan Jackson DUP jonathan.jackson@nmandd.org M: 07801 644 517



Tierna HowieAlliance
tierna.howie@nmandd.org
M: 07936 777 898



David Lee-SurginorAlliance
david.leesurginor@nmandd.org
M: 07816 997 077



Pete ByrneSDLP
pete.byrne@nmandd.org
T: 028 3086 8491
M: 00353 879 000 141



Aoife Finnegan Sinn Féin aoife.finnegan@nmandd.org M: 00353 871141 388



Mickey Larkin Sinn Féin micky.larkin@nmandd.org M: 07801 247 623



Oonagh Magennis Sinn Féin oonagh.magennis@nmandd.org M: 07853 230 586



Declan MurphySinn Féin
declan.murphy@nmandd.org
M: 00353 872 657265



Aine Quinn
Sinn Féin
aine.quinn@nmandd.org
T: 028 3086 1948
M: 07305 137 045



David Taylor
UUP
david.taylor@nmandd.org
T: 028 3083 8014
M: 07733 913 021

Community Plan Outcomes

Appendix

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

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.

All people in Newry, Mourne and Down get a good start in life and fulfil their lifelong potential. Improve the health and wellbeing of everyone in the district.

Support the continued growth and development of our local economy.

Support regenerative tourism opportunities which promote our culture, heritage and environment.

Develop and revitalise our district.

Corporate Plan Strategic Objectives 2024-2027

Protect and enhance our environment to secure a sustainable future.

Empowering communities to play an active part in civic life.

Deliver sustainable services.

Represent the voice of the district with our partners.



0330 137 4000 info@nmandd.org www.newrymournedown.org



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

