

Performance Improvement Plan 2023-24



Comhairle Ceantair
**an Iúir, Mhúrn
agus an Dúin**

**Newry, Mourne
and Down**

District Council

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Foreword



An Cathaoirleach
Chairperson
Councillor Valerie Harte



An
Príomhfheidhmeannach
Chief Executive
Marie Ward

Welcome to Newry, Mourne and Down District Council's Performance Improvement Plan 2023-24. Given all the change and uncertainty that is taking place and having listened to our communities, we are delighted to include two new/amended objectives to this year's plan which we feel will benefit both our people and place. As we continued to focus on recovery and look towards returning to, and improving upon pre-pandemic levels, we can look back and be proud of our achievements.

The Council worked tirelessly to deliver essential services and implement the performance improvement objectives. Our residents and visitors continued to embrace their health and wellbeing with nearly 720,000 paid attendances at our leisure centres and over 225,00 recorded visits at our 10 community trails across the district. We supported 39 community clean ups and issued 110 fixed penalty notices to address environmental crime than in the district.

Through our economic development programmes, we supported 423 local businesses and social enterprises and helped to create 235 local jobs. We improved the processing times of local planning applications, and we hope to achieve further improvements with the

embedding of the new electronic planning system which was launched at the end of last year.

However, whilst much has been achieved, there is still more to do to make Newry, Mourne and Down a great place to live, work, visit and invest in. Through this year's performance improvement objectives, we will continue to focus on what matters most to you - improving the quality of our leisure facilities and services, growing the local economy, improving the cleanliness of our District, improving our sustainability and reducing our impacts in relation to climate change and improving the performance of our Planning Service.

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

Introduction

Part 12 of the Local Government Act (NI) 2014 sets out a General Duty of Improvement for local government, whereby all district councils must put in place arrangements to secure continuous improvement in the exercise of their functions. The Council is required to set annual improvement objectives for the services it provides and to have in place arrangements to achieve these objectives. The Council recognises 'improvement' to mean activity that enhances the sustainable quality of life and environment for ratepayers and communities.

The performance improvement objectives do not describe every improvement the Council plans to make during 2023-24. Alternatively, they provide an overview of how the Council will address the issues which matter most to local communities. The Performance Improvement Plan outlines the Council's objectives for improvement, how performance will be measured and what positive outcomes stakeholders can expect as a result of improvement activity. It represents the Council's commitment to achieving continuous improvement in the delivery of key services.

Performance Improvement Objectives 2023-24

- 1. We will support the health and wellbeing of local people by improving our leisure facilities and services**
- 2. We will grow the economy by supporting local businesses and creating new jobs**
- 3. We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents**
- 4. We will improve our sustainability and reduce our impacts in relation to climate change**
- 5. We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme**

These objectives have been developed within the context of the Business Planning and Performance Management Framework. They are:

✓	Linked to the Community Plan, Corporate Plan and Directorate Business Plans
✓	Based on a robust and reliable evidence base, including performance trends
✓	Aligned to the seven strategic aspects of improvement
✓	Legitimate, clear, robust, deliverable and demonstrable

Our District, Our Organisation, Our Performance



District

Population: 181,669
 Households: 67,735
 7 District Electoral Areas
 41 Elected Members
 1,000+ employees
 87% of residents are satisfied with the Council



Community

Life expectancy:
 Male: 79.3 years /
 Female: 83.2 years

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

72% of residents agree that their local area is a place where people from different backgrounds get on well together

94% of residents feel safe during the day, 87% of residents feel safe after dark

117 Neighbourhood Watch Schemes

18,407 food parcels delivered to vulnerable households

£8.3m awarded through the Financial Assistance Scheme since 2015



Tourism

Between 2018 and 2019:

15% increase in visitor numbers, to 516,203

21% increase in visitor spend, to £83.7m

Three Areas of Outstanding Natural Beauty

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



Health and 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

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

200k recorded visits at community trails

1.3m+ recorded visits at Kilbroney and Slieve Gullion Forest Parks



Economy

Employment rate: 74.8%

9,045 VAT Registered Businesses

11.1% of the population aged 16-64 years have no qualifications

215 new jobs promoted through business start activity

409 businesses supported and 4,509 mentoring hours delivered through economic development programmes



Environment

Recycling is important to 86% of residents

Top perceived problem for residents: Dog mess and fouling

Recycling rate: 49.1%






321 community clean ups supported since 2018

Second lowest level of waste to landfill across all NI Councils



Performance Improvement Objective 1

We will support the health and wellbeing of local people by improving our leisure facilities and services






<p>Why this matters</p>	<p>You told us that:</p> <ul style="list-style-type: none"> • One of the top priorities for improving your local area was 'Improving people's health and wellbeing (and reducing health inequalities) • 17% of our residents are not active for a single day each week. • The third most important health and wellbeing opportunity you would like to see more of was 'physical activity opportunities such as leisure centres, gyms and sports facilities' • Between 2018 and 2022 there has been an increase in the number of residents dissatisfied with the leisure centres across the District. <p>We know that keeping fit and active can help improve a person's health and wellbeing both physically and mentally. Newry, Mourne and Down District Council plays a key role in helping local communities to live long and healthy lives. The Council remains committed to promoting physical, mental and emotional well-being and encouraging residents to make healthy and informed lifestyle choices and as part of this we need to always be striving to improve our leisure facilities and offerings.</p>	
<p>Looking Back: What we did in 2022-23</p>		<p>720,000 paid attendances across the 6 leisure facilities</p>
		<p>Recorded 225,795 visits across a total of 10 community trails.</p>
		<p>9,534 memberships across the indoor leisure facilities</p>
		<p>Progressed a number of new build and/or upgraded capital projects</p>
		<p>9,306 people participating in targeted health programmes</p>
<p>Looking Forward: What we will do in 2023-24</p>	<ul style="list-style-type: none"> • Increase the number of paid attendances at indoor leisure facilities through the Covid-19 recovery plan. • Continue to progress and implement the review of Leisure Services. • Deliver a range of targeted health programmes to encourage participation in physical activity. • Deliver a number of seasonal youth health and wellbeing initiatives to encourage participation in physical activity. • Progress the leisure projects agreed within the Capital Programme • Maintain the number of recorded visits to Community Trails. • Implement a 'Mystery Visitor' Programme for indoor leisure. 	

How we will measure success	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	2023-24 Target
Number of paid attendances recorded at:						
Newry Leisure Centre	864,190	27,253	183,224	307,153	△	750,000
Down Leisure Centre	377,842	30,199	177,496	246,978	△	
Kilkeel Leisure Centre	40,219	10,367	66,987	69,797	△	
St. Colmans Sports Complex	37,349	2,945	36,717	54,024	△	
Newcastle Centre & Tropicana Outdoor Swimming Complex	284,230	2,778	33,801	25,517	▽	
Ballymote Sports and Wellbeing Centre	38,993	1,754	10,309	15,365	△	
Number of people participating in targeted health programmes	10,793	2,270*	322*	9,309	△	9,400
Number of young people participating in targeted youth health and wellbeing initiatives	New measure			19,365	-	20,000
Number of leisure centre memberships	New Measure			9,534	-	9,750
Number of capital leisure projects progressed	New Measure				-	Not set
Number of recorded visits at community trails	57,849	96,563	211,718	225,795	△	225,000
What you will see by March 2024	<ul style="list-style-type: none"> • Increase in the number of paid attendances at our six leisure centres to 750,000 by end of 2023-24 • Increase in the number of people participating in targeted health programmes to 9,400 • Increase in the number of young people participating in targeted health and wellbeing initiatives to 20,000. • Increase in the number of memberships being taken out to 9,750. • 225,000 recorded visits to community trails. • A number of new build and/or upgraded capital leisure projects progressed • 'Mystery Visitor' Programme implemented and baseline established 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> • Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities • Enable and support people to engage in inclusive and diverse activities in their communities 					
Community Plan	<ul style="list-style-type: none"> • All people in Newry, Mourne and Down enjoy good health and wellbeing 					
Programme for Government	<ul style="list-style-type: none"> • We all enjoy long, healthy, active lives • People want to live, work and visit here 					
7 aspects of improvement	Strategic effectiveness	Service quality	Service Availability	Fairness		
Responsible Officer	Director: Active and Healthy Communities					

* The 'Be Active for Life' programme, which forms part of this measure, was only getting established when Covid-19 occurred and therefore participation rates were restricted.

Performance Improvement Objective 2

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





<p>Why this matters</p>	<p>You told us that:</p> <ul style="list-style-type: none"> • 'Improving skills, employability and job prospects' was your top priority for improving the local area in the 2022 residents survey • 'Supporting local businesses, attracting investment and jobs' is in your top three priorities for improvement • Investment to grow the economy, create jobs and attract tourists is the most important form of investment • 95% of respondents to our 2022-23 survey agreed with this objective <p>As we continue to emerge and recover from the impacts of the Covid-19 pandemic, Newry, Mourne and Down has recorded increases in the number of VAT/PAYE registered businesses, employee jobs and the birth rate of new businesses in the past year. When compared to 2020, the claimant count for unemployment benefit has also reduced but remains above pre-pandemic levels.</p> <p>Continuing to support the economic recovery of Newry, Mourne and Down remains a key priority for the Council. During 2022-23, the Council awarded approximately £1m to assist local businesses in navigating the impact of the pandemic. Whilst much has been achieved, there is still more to do to rebuild and revitalise the local economy.</p> <p>For 2023-24 all NI Councils will be supporting businesses and job creation through an Entrepreneurship Support Service. This is to ensure better collaboration across Businesses, Councils and Government Departments. It will also ensure more consistency at a regional level. A funding application has been submitted to the Shared Prosperity Fund with a launch expected in September 2023. Through this Service, the Council will continue to deliver a range of business start-up and growth programmes to help new and established businesses to innovate, grow and expand.</p>	
<p>Looking Back: What we did in 2022-23</p>		<p>187 new business starts created and 187 new jobs promoted through business start activity</p>
	 	<p>12 new social enterprise start-ups supported and 12 new social enterprise jobs created</p>
		<p>347 businesses supported and 467.5 mentoring days delivered through 'NMD Growth', 'Digital Growth', 'Tender for Growth' and 'Sales Accelerator' programmes.</p>
		<p>'Make it Local' campaign delivered to stimulate footfall and the re-opening of businesses across the District</p>
<p>Looking Forward: What we will do in 2023-24</p>	<ul style="list-style-type: none"> • Roll-out the NMD 'Make it Local' campaign to support the revitalisation of our local economy • Invest in the social economy through the Social Enterprise programme 	

	<ul style="list-style-type: none"> Support the growth of existing businesses and creation of new jobs through the Entrepreneurship Support Programme Support the establishment of new businesses through the Entrepreneurship Support Programme Continue to create opportunities for employability and skills through implementation of the LMP Action Plan 					
How we will measure success	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	2023-24 Target
Number of social enterprise start-ups supported	10	12	12	12	▶	12
Number of social enterprise jobs created	12	14	13	12-	▶	12
Number of business plans created for start-up businesses and employer enterprises	298	266	358	311	▼	300
Number of jobs promoted via business start-up activity	194	199.5	215	187	▼	155
Number of new businesses & employer enterprises supported to start up	203	181	215	187	▼	190
Number of existing businesses supported to progress growth and scaling ambitions	198	327	373	347	▼	200
What you will see by March 2024	<ul style="list-style-type: none"> 300 business plans created for Start-Up businesses and employer enterprises 190 new Business / employer enterprises supported to start-up Support provided to 200 existing businesses to progress growth and scaling ambitions 155 new jobs promoted via business start-up activity. 12 social enterprise start-ups supported and 12 social enterprise jobs created More support for new and established local businesses and more employment opportunities across the District The economic recovery of Newry, Mourne and Down is underway, as the District becomes more economically active and prosperous 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> Invest in and support new and growing businesses, job creation and employment skills 					
Community Plan	<ul style="list-style-type: none"> All people from Newry, Mourne and Down benefit from prosperous communities 					
Programme for Government	<ul style="list-style-type: none"> Everyone can reach their potential Our economy is globally competitive, regionally balanced and carbon neutral People want to live, work and visit here 					
7 aspects of improvement	Strategic effectiveness	Service quality	Service availability	Innovation		
Responsible Officer	Director: Enterprise, Regeneration and Tourism					

*Updated 'Go for It' programme target for the number of jobs promoted in Newry Mourne and Down: 173. An amendment to the standard set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 is awaiting legislative passage and approval.

Performance Improvement Objective 3

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

<p>Why this matters</p>	<p>You told us that:</p> <ul style="list-style-type: none"> • Dog mess and dog fouling and rubbish or litter lying around are your top two perceived problems in your local area • 6% of the residents surveyed were dissatisfied with the cleansing service provided by the Council, which was the third highest level of dissatisfaction recorded across Council services • 91% of residents said recycling is important to them, an increase of 5% on the 2018 residents survey figure. • 89% of respondents to our 2022-23 survey agreed with this objective <p>Since 2019-20, the LEAMS* score for the District has remained at 64, which falls below the current regional average of 66. Issues around street cleanliness continue to escalate largely as a result of the increased number of illicit dumping, littering and dog fouling incidents reported to the Council and the prioritisation of the refuse collection service throughout the COVID-19 pandemic.</p> <p>In order to improve the overall cleanliness of the District, the Council is currently reviewing cleansing operations to design a more effective model of service provision. The Council also remains committed to collaborating with partner organisations and local communities to promote responsible dog ownership, address issues around littering and illicit dumping and generate local pride in having a cleaner, greener District for everyone to enjoy.</p>	
<p>Looking Back: What we did in 2022-23</p>		<p>Issued 110 fixed penalty notices, 91 of which were paid</p>
		<p>Supported 39 community clean-ups</p>
		<p>10 environmental projects funded through the NI 'Live Here Love Here' Scheme</p>
		<p>Anti-littering and responsible dog ownership campaigns rolled out</p>
<p>Looking Forward: What we will do in 2023-24</p>		<p>Address issues around littering, illicit dumping and dog fouling by:</p> <ul style="list-style-type: none"> • Continuing to implement the Enforcement Action Plan • Promoting responsible dog ownership through publicity and social media campaigns • Working with Louth County Council to raise awareness of the impact of littering and illicit dumping along the border area • Encouraging residents to bring properly sorted surplus recyclable waste to our Household Recycling Centres • Supporting local community clean ups • Implementation of a Paint Re-Use Scheme at 7 Household Recycling Centres throughout the district. <p>Work in partnership with Keep Northern Ireland Beautiful to:</p> <ul style="list-style-type: none"> • Commission surveys to monitor street cleanliness and identify emerging issues and hotspots • Promote the 'Live Here Love Here' campaigns

	<ul style="list-style-type: none"> Encourage community groups to 'Adopt a Spot' Highlight the impact of littering on the marine environment 					
How we will measure success	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	2023-24 Target
LEAMS score (Keep NI Beautiful Cleanliness Index)	64	64	64	-		65
Number of fixed penalty notices issued	83	52	118	110	 	120
Number of fixed penalty notices paid	72	26	100	91	 	96
Number of community clean ups supported	94	33	94	39	 	100
Number of 'Live Here Love Here' environmental projects	34	24	18	10		No target
The percentage of household waste collected by District Councils that is sent for recycling	53.7%	51.9%	49.1%	50.3% (Q1-Q3)	 	50% by 2020 65% by 2030
The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled	2,131t	2,538t	2,685t	1,782 (Q1-Q3)	 	<20,954 tonnes (2019-20)
The amount of Local Authority Collected Municipal Waste arisings	84,610t	86,900t	87,336t	63,512t (Q1-Q3)		No target
What you will see by March 2024	<ul style="list-style-type: none"> Increase in the number of fixed penalty notices issued and paid Responsible dog ownership and reduced levels of dog fouling, littering and illicit dumping Improved opportunities to report littering, dog fouling and illicit dumping Reduction in the disposal of paint from our Household Recycling Centre sites. Opportunities to engage in community clean ups and participate in the 'Live Here Love Here' campaign and 'Adopt a Spot' scheme Landfill and recycling targets are achieved A cleaner, greener District, with improved civic and community pride 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> Enhance, protect and promote our environment 					
Community Plan	<ul style="list-style-type: none"> All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment 					
Programme for Government	<ul style="list-style-type: none"> We live and work sustainably - protecting the environment 					
7 aspects of improvement	Strategic effectiveness	Service availability	Innovation	Sustainability		
Responsible Officer	Director: Sustainability and Environment / Director: Active and Healthy Communities					




*Local Environmental Auditing Management System is carried out by Keep Northern Ireland Beautiful.

**The Q1-Q3 2022-23 data for the statutory waste management performance indicators remains provisional and will be finalised when the year-end data is validated and published by DAERA.

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

Performance Improvement Objective 4





We will improve our sustainability and reduce our impacts in relation to climate change.










<p>Why this matters</p>	<p>You told us that:</p> <ul style="list-style-type: none"> Managing waste, reducing climate change, investing in renewable energy etc. was important to you. Green technology skills were the second most important training support needed to improve the growth of resident employability. 91% of residents said recycling is important to them, an increase of 5% on the 2018 residents survey figure. <p>Our climate is changing, and we need to prepare. Greenhouse gas emissions cause the Earth’s atmosphere to hold more radiation from the sun which increases the overall temperature of the planet. This change in temperature is altering our climate and causing one of the greatest threats of our time. In October 2019 Newry, Mourne and Down District Council declared a ‘Climate Emergency’ and directed management to effect dramatic short – term changes in every area under its control. The Council also forms part of the Local Government Climate Action Network which is helping to deliver the NI Climate Change Adaptation Programme. This network will enable us to collaborate with other Councils and relevant statutory partners to develop a strategic approach for climate action.</p> <p>Just before the beginning of the COVID-19 pandemic the Council hosted a Climate Change Symposium ‘Our Climate – Our Challenge’ in March 2020. This event brought together a range of internationally renowned expert speakers as well as Councils and Community Organisations from across the UK and Ireland who have demonstrated best practice in dealing with climate change. The projects at this event are now being considered for the Council’s own Local Climate Adaption Plan.</p> <p>NMDDC is acutely aware of how intrinsic sustainability and care of our district is to its future. In order to protect our environment, environmental sustainability has become a key objective in the development of our capital projects, providing economic growth for the region in an inclusive and sustainable way. Newry, Mourne and Down District Council aims to embed the ethos of sustainability throughout its operations and to provide leadership for the community.</p>	
<p>Looking Back: What we did</p>		<p>Declared a ‘Climate Emergency’ in October 2019</p>
		<p>Hosted a Climate Change Symposium ‘Our Climate – Our Challenge’ in March 2020</p>
		<p>Produced and launched a 10 year active travel Masterplan for the District in 2021</p>
<p>Looking Forward: What we will do in 2023-24</p>	<p>Address issues around climate change and sustainability by:</p> <ul style="list-style-type: none"> Developing a climate change and sustainable development strategy 	

	<ul style="list-style-type: none"> • Completing the development of the Climate Change Adaptation Plan • Developing a new biodiversity strategy 2023-28 • Implementing the Council's Tree Strategy • Installing new public drinking water fountains • Supporting the implementation of new Electric Vehicle (EV) charging points • Undertaking a baseline assessment of the Council's carbon footprint • Implementing the Council's fleet replacement programme 					
How we will measure success	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	2023-24 Target
Carbon footprint of Council estate	To be established					
Percentage of Council fleet younger than 8 years	New measure					50%
Number of vehicles within the Council fleet that have an alternative fuel source	New measure					10
Number of trees planted on Council managed estate	New measure					Not set
Number of Council supported EV charging points	New measure					20
What you will see by March 2024	<ul style="list-style-type: none"> • Development of a climate change and sustainable development strategy • Development of a climate change adaptation plan • Development of the new Newry, Mourne and Down Biodiversity Strategy (2023-2028) • New trees planted • Carbon footprint of Council estate established • 20 new Council supported EV charging points installed • Increase in the percentage of younger, less polluting vehicles within the Council fleet • 10 new electric vehicles ordered for use within the Council fleet. • 5 new public drinking water fountains erected. 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> • Enhance, protect and promote our environment 					
Community Plan	<ul style="list-style-type: none"> • All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment 					
Programme for Government	<ul style="list-style-type: none"> • We live and work sustainably - protecting the environment 					
7 aspects of improvement	Strategic effectiveness	Efficiency	Innovation	Sustainability		
Responsible Officer	Director: Active and Healthy Communities / Director: Sustainability and Environment					

Performance Improvement Objective 5

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

<p>Why this matters</p>	<p>Delivering a more efficient and effective Planning Service for customers is a key priority for improvement, for the Council. Planning plays a significant role in promoting sustainable development, regeneration, economic prosperity, investment and job creation for present and future generations of our District. 95% of respondents to our 2022-23 survey also agreed with this objective.</p> <p>The implementation of the Planning Service Improvement Programme is well underway with a new planning portal launched in December 2022 allowing customers to submit applications online and track live planning applications. This new system has been accompanied by the expected teething problems however it is operating, and the normal work of the planning department is ongoing.</p> <p>In January 2022, the Council carried out a Customer Satisfaction survey with key stakeholders to understand current perceptions of the service. Feedback from the survey highlights areas where users of the planning service are dissatisfied including with time taken to process applications; availability of officers to discuss applications; and clarity of information and guidance received. Satisfaction was registered however, with reception service; helpfulness of officers; information and guidance received; and expertise and knowledge of planning officers. It is hoped that the implementation of this new system which makes it easier for users to engage with the planning process will assist in improving some of these areas of dissatisfaction.</p> <p>The 2022-23 processing times for planning applications is based on the first two quarters of the year as Q3 data was withdrawn to allow more time to fully develop the data extracts from the new planning portal. The Council has not yet achieved the statutory standards, but we remain committed to delivering further improvements and providing a high-quality service to all customers.</p>	
<p>Looking Back: What we did between April-December 2022</p>		<p>Processed 51.7% of planning enforcement cases within 39 weeks, which is below the regional average of 73.4%</p>
		<p>Average processing time of 18.2 weeks for local planning applications, which is above the regional average of 15 weeks</p>
		<p>Average processing time of 67.4 weeks for major planning applications, which is below the regional average of 50.0 weeks</p>
		<p>Received 763 local planning applications, which is the highest across Northern Ireland</p>
<p>Looking Forward: What we will do in 2023-24</p>	<ul style="list-style-type: none"> • Reduce the number of live planning applications and enforcement cases which have been in the system for over 12 months • Work with agents and architects to improve the standard of planning applications submitted • Support employees to deliver service improvements through ongoing training, capacity building and 'planning surgeries' 	

	<ul style="list-style-type: none"> Effectively implement the new electronic planning system 					
How we will measure success	2019-20 Actual	2020-21 Actual	2021-22 Actual	Q1/Q2* 2022-23	Status Trend	2023-24 Target
Average processing time for local planning applications (weeks)	20.6	19	18.3	18.2	 	<15 weeks
Average processing time of major planning applications (weeks)	94	64.6	49.8	67.4	 	<30 weeks
Percentage of planning enforcement cases progressed within 39 weeks	36.2%	40.9%	46.9%	51.7%	 	70%
Number of planning applications in the system for 12 months or more**	183	187	187	228		150
Number of planning applications in the system for 12 months or less**	685	788	825	793		700
Number of enforcement cases in the system 12 months or more**	620	551	486	483		450
What you will see by March 2024	<ul style="list-style-type: none"> A more efficient and effective planning service Improved processing times for local and major planning applications Improved processing times for planning enforcement cases Reduction in the number of live planning applications and enforcement cases in the system An empowered and motivated workforce Increased confidence in the Planning system Sustainable development and regeneration of the District 					
Alignment						
Corporate Plan 2021-23	<ul style="list-style-type: none"> Provide accessible, high quality and integrated services through continuous improvement 					
Community Plan	<ul style="list-style-type: none"> All people in Newry, Mourne and Down benefit from prosperous communities 					
Programme for Government	<ul style="list-style-type: none"> People want to live, work and visit here 					
7 aspects of improvement	Strategic effectiveness	Service availability	Service quality	Efficiency		
Responsible Officer	Director: Enterprise, Regeneration and Tourism					

*The statistics due to be published for Q3 in March were withdrawn to allow more time to fully develop the data extracts from the new planning portal. Annual planning figures will be validated by the Department for Infrastructure and published through the Annual Report 2022-23.

**The 2023-24 targets have been carried forward from 2022-23.

Strategic Alignment

Performance Improvement Objective	Corporate Objective(s)	Community Planning Outcome(s)	Duty of Improvement
We will support the health and wellbeing of local people by improving our leisure facilities and services	<p>Continue to improve the health and wellbeing of everyone in the District and reduce health inequalities</p> <p>Enable and support people to engage in inclusive and diverse activities in their communities</p>	All people in Newry, Mourne and Down enjoy good health and wellbeing	<p>Strategic effectiveness</p> <p>Service quality</p> <p>Service availability</p> <p>Fairness</p>
We will grow the economy by supporting local businesses and creating new jobs	Invest in and support new and growing businesses, job creation and employment skills	All people from Newry, Mourne and Down benefit from prosperous communities	<p>Strategic effectiveness</p> <p>Service quality</p> <p>Service availability</p> <p>Innovation</p>
We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents	Enhance, protect and promote our environment	All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment	<p>Strategic effectiveness</p> <p>Service availability</p> <p>Innovation</p> <p>Sustainability</p>
We will improve our sustainability and reduce our impacts in relation to climate change	Enhance, protect and promote our environment	All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment	<p>Strategic Effectiveness</p> <p>Efficiency</p> <p>Innovation</p> <p>Sustainability</p>
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme	Provide accessible, high quality and integrated services through continuous improvement	All people in Newry, Mourne and Down benefit from prosperous communities	<p>Strategic effectiveness</p> <p>Service availability</p> <p>Service quality</p> <p>Efficiency</p>

Statutory Performance Indicators and Standards

Section 89 of the Local Government Act (NI) 2014 requires the Council to publish the results of the performance indicators and standards that are set by central government around economic development, planning and waste management.

The seven statutory performance indicators and standards, as outlined in the Local Government Performance Indicators and Standards Order (2015), are set out below:

Ref	Statutory Performance Indicator	Annual Standard
Economic Development		
ED1	The number of jobs promoted through business start-up activity	>155 173* (updated target)
Planning		
P1	The average processing time of major planning applications	<30 weeks
P2	The average processing time of local planning applications	<15 weeks
P3	The percentage of enforcement cases processed within 39 weeks	70%
Waste Management		
W1	The percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse)	50% by 2020
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled	<20,954 tonnes (2019-20 target)
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings	85,500 tonnes

*Updated 'Go for It' programme target for the number of jobs promoted in Newry Mourne and Down: 173. An amendment to the standard set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 is awaiting legislative passage and approval.

The Council has put in place the following arrangements to monitor progress against the standards set for the statutory performance and indicators:

- Inclusion within the Performance Improvement Plan, with progress being monitored on a bi-annual basis by the Strategy, Policy and Resources Committee and Audit Committee.
- Inclusion within Directorate Business Plans, with progress being monitored on a bi-annual basis by the relevant Council Committee.
- Data submissions to Government Departments, with reports being issued to monitor the performance of each Council, outlining regional trends and comparisons.

Self Imposed Performance Indicators

The Council has identified the following self imposed performance indicators to measure progress in delivering the Corporate Plan 2021-23.

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

Advocate with others for the benefit of all people of the District	Compliance with the Duty of Community Planning / monitor delivery of outcomes with partners
	Percentage of residents who are satisfied with their local area as a place to live

The Council has put in place the following arrangements to monitor progress against the self imposed performance indicators:

- Inclusion within the Performance Improvement Plan, with progress being monitored by the Strategy, Policy and Resources Committee and Audit Committee through the annual Assessment of Performance.
- Some performance indicators are included within Directorate Business Plans, with progress being monitored on a bi-annual basis by the relevant Council Committee.

These performance indicators are aligned to community planning outcomes. This will ensure the Council continues to address the needs and aspirations of local communities and deliver sustainable outcomes for all, now and in the future.

Identifying the Performance Improvement Objectives 2023-24

Three of the performance improvement objectives 2023-24 have been carried forward from 2022-23, as they remain relevant and meaningful. One of the objectives has been amended to reflect improvements achieved and where improvements are now required while another has seen significant progress and is deemed to have been delivered and has therefore been replaced. They have been developed, reviewed and updated in close liaison with Elected Members, Senior Management Team, Corporate Management Team and employees across the organisation. Each objective is underpinned by a suite of 'supporting actions', 'measures of success' and outcomes for stakeholders. They are clearly aligned to the Community Plan and Corporate Plan 2021-23, as well as other regional and local plans, particularly the Council's Business Plans which have been developed by each Directorate. These plans influence and guide the overall direction of travel for the organisation.

- Draft Programme for Government
- Community Plan for Newry, Mourne and Down 2017-2030, Priority Actions Areas and District Electoral Area (DEA) Action Plans
- Newry, Mourne and Down District Council Corporate Plan 2021-23
- Thematic plans and strategies, including the IT Strategy and Regeneration and Economic Development Strategy
- Annual Directorate Business Plans 2023-24

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

- The Northern Ireland Audit Office Audit and Assessment Reports and 'proposals for improvement', which are currently being progressed
- The Assessment of Performance 2021-22, including progress against performance improvement objectives, measures of success within the Corporate Plan 2021-23 and statutory performance indicators and standards for economic development, planning and waste management.

The reasons for objectives being carried forward, changing focus or being a new addition are detailed in the table below:

PIO's -2022-23	PIO's 2023-24	Progress / Rationale	Status Proposed
<p>PIO 1: We will encourage local people to lead healthy and active lives by improving the quality of our parks and open spaces</p>	<p>PIO 1: We will improve the health and wellbeing of local people by improving our leisure facilities and services</p>	<ul style="list-style-type: none"> • The number of recorded visits to the Council's forest parks, municipal park and community trails has been increasing year on year, with visitor numbers to the forest parks also reported through DAERA. • In the 2022 Residents Survey the number of residents advising that they have visited Council's parks and open spaces within the last 12 months increased by 11% to 41% compared to the previous residents survey carried out in 2018. • 32% of residents said they had used the leisure centres in the past 12 months which was a decrease of 9% compared to the 2018 result, • We have achieved the highest number of green and blue flags available for the District, • The Council's play strategy is now complete. • Physical activity opportunities such as leisure centres, gyms and sports facilities were ranked of higher importance by the public than access to outdoor spaces such as parks, forests, beaches and community trails for the health and wellbeing opportunities residents want to see more of. • An increase in residents' dissatisfaction with leisure centres between 2018 and 2022. 	<p>Amend The PIO 1 2022-23 to be amended for 2023-24 to reflect the performance improvement needs of the Council.</p>

<p>PIO 2: We will grow the economy by supporting local businesses and creating new jobs</p>	<p>PIO 2: We will grow the economy by supporting local businesses and creating new jobs</p>	<p>During 2022-23 progress was made against a number of key actions under this objective including:</p> <ul style="list-style-type: none"> • Exceeding the targets set for the NI 'Go For It' Programme. • Supporting local businesses and creating new jobs through the Council's economic development programmes. • Exceeding all targets set through the Social Economy programme. <p>However, there is still improvements to be made and the 2022 residents survey ranked 'improving skills, employability, and job prospects' and 'supporting local businesses, attracting investment and jobs' as the 1st and 3rd highest priorities for improving the local area.</p>	<p>Retain This performance improvement objective to be carried forward to 2023-24.</p>
<p>PIO 3: We will improve the cleanliness of our district by addressing littering, fly-tipping and dog fouling incidents</p>	<p>PIO 3: We will improve the cleanliness of our district by addressing littering, fly-tipping and dog fouling incidents</p>	<p>During 2022-23 progress was made against a number of key actions under this objective including:</p> <ul style="list-style-type: none"> • Promoting responsible dog ownership through publicity campaigns and dog licences • Working with neighbouring County Council's on the border to raise awareness of the impact of fly-tipping along the border area. • Supporting community clean ups. <p>However, improvement is still needed. While our recycling rate is above the 2020 target of 50%, we are still a long way off the 65% target set for 2030. Also, the amount of municipal waste sent to landfill has been increasing.</p>	<p>Retain This performance improvement objective to be carried forward to 2023-24</p>

		The 2022 residents survey ranked 'dog mess and fouling' and rubbish or littering lying around' as the top two perceived problems in their local areas by residents.	
PIO 4: We will build the capacity of local communities through the Financia Assistance Scheme		The financial assistance scheme has awarded over £8M since 2015 to local communities for numerous projects and events with a 70% success rate of awarded funding. It is unlikely that this success rate will rise in any significant way as demand will almost always outweigh supply for funding. A survey carried out by the unit that runs the Financial Assistance Scheme revealed that 98% of applicants were happy with the support they received from the Programmes Unit. Targets have been exceeded for the number of participants taking part in capacity building sessions and the number of beneficiaries from the projects/events funded by the scheme.	Remove This performance improvement objective has been achieved
	PIO 4: We will improve our sustainability by reducing our impacts in relation to climate change	In both the 2021 -22 and 2022-23 consultation on the performance improvement objectives, climate change and sustainability has been consistently raised by respondents as a priority area for the Council. Managing waste, reducing climate change, investing in renewable energy etc was important to you. Green technology skills were the second most important training support needed to improve the growth of resident employability. 91% of residents said recycling is important to them, an increase of 5% on the 2018 residents survey figure.	New
PIO 5:	PIO 5:	During 2022-23 progress continued to be made against a number of key actions including:	Retain

<p>We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme.</p>	<p>We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme</p>	<ul style="list-style-type: none"> • Working with agents and architects to improve the standard of planning applications submitted. • Implementation of the new electronic planning system. <p>However, much improvement is still required as the statutory standards for the average processing times of major and local planning applications and enforcement cases is still not being met and has increased in some instances.</p>	<p>This performance improvement objective to be carried forward to 2023-24</p>
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Community Plan for Newry, Mourne and Down

The Community Plan has been developed and agreed by the Community Planning Partnership Board. Entitled 'Living Well Together', the Community Plan provides a framework for collaborative working to deliver positive change for our communities, and sets out the following long term overarching vision for the District:

'Newry, Mourne and Down is a place with strong, safe and vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs'.

The Community Plan sets out the following five positive outcomes:

Our Outcomes

These are the positive outcomes we all wish to see in our community.



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

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

Council Mission Statement

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

Council Strategic Objectives

 <p>Invest in and support new and growing businesses, job creation and employment skills</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>Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities</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>Enhance, protect and promote our environment</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>Support sustainable forms of tourism which value our environment and cultural heritage</p> <p>We will support and advocate for increased investment and development in tourism which promotes our unique assets and increases visitor satisfaction and spend.</p>
 <p>Enable and support people to engage in inclusive and diverse activities in their communities</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>Promote the revitalisation of our city, towns, villages and rural communities</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>
	

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

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

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

We will lobby and campaign with government and others to attract investment, develop modern infrastructure across the District, address needs and improve the quality of life for all.

Alignment with the Strategic Aspects of Improvement

In accordance with the Local Government Act (NI) 2014, each performance improvement objective seeks to bring about improvement in at least one of the following aspects:

- Strategic effectiveness
- Service quality
- Service availability
- Fairness
- Sustainability
- Efficiency
- Innovation

The table below outlines how Newry, Mourne and Down District Council's performance improvement objectives 2023-24 are aligned with the seven specified aspects of improvement:

Performance Improvement Objective	Seven Aspects of Improvement						
	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
We will support the health and wellbeing of local people by improving our leisure facilities and services	✓	✓	✓	✓			
We will grow the economy by supporting local businesses and creating new jobs	✓	✓	✓				✓
We will improve the cleanliness of our District by reducing littering, fly tipping and dog fouling	✓		✓		✓		✓
We will improve our sustainability and reduce our impacts in relation to climate change	✓				✓	✓	✓
We will improve the average processing times of planning applications and enforcement cases by implementing the recommendations from the Planning Service Review	✓	✓	✓			✓	

The Council has also assessed the performance improvement objectives against the following criteria, and considers them to be:

- Legitimate
- Clear
- Robust
- Deliverable
- Demonstrable

Equality Screening and Rural Needs Impact Assessment

In accordance with the Section 75 requirements of the Northern Ireland Act (1998), whereby the Council must carry out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations, the Performance Improvement Plan has been subject to an equality screening. The outcome of the equality screening process determined that the Performance Improvement Plan 2023-24 is not subject to an equality impact assessment, with no mitigating measures required.

In accordance with the Rural Needs Act Northern Ireland (2016), the Council has given due regard to rural needs by carrying out a Rural Needs Impact Assessment of the Performance Improvement Plan 2023-24.

Consultation and Engagement

The Council is committed to listening to local people and taking on board their views. Since 2017, the Council has carried out extensive consultation and engagement, inviting key stakeholders, including Elected Members, residents, local businesses and community planning partners to put forward their views on the proposed performance improvement objectives.

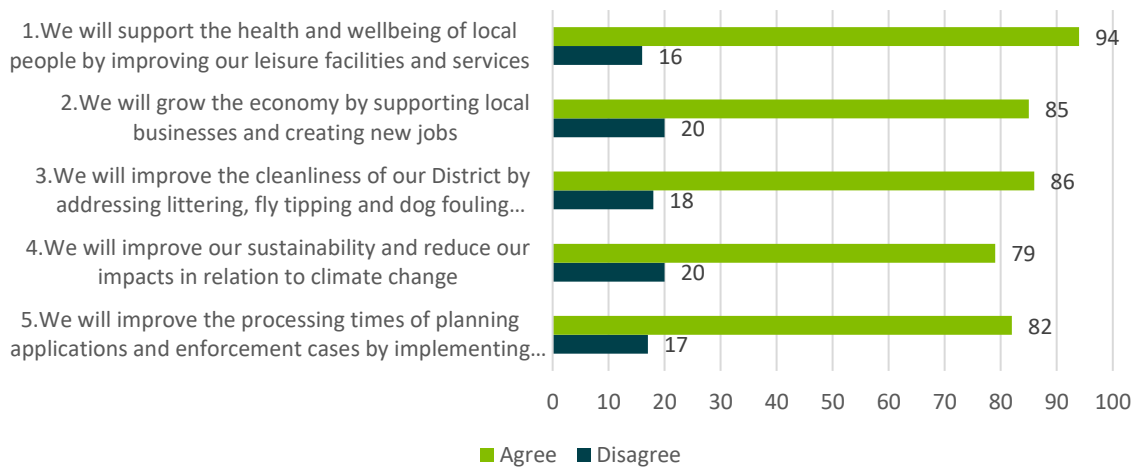
This year, the Council used the Speak NMD platform to host the consultation and engagement process. As a dedicated online space, which is facilitated through the Newry, Mourne and Down Community Planning Partnership, Speak NMD enables residents to participate in local consultation and engagement activities and have their say on the issues and decisions which have an impact on their local area. Through Speak NMD, an electronic survey in relation to the draft performance improvement objectives 2023-24 was published and promoted. The consultation and engagement process was promoted further through the Council's website and social media channels and circulated to key internal and external stakeholders.

The overall consultation and engagement process resulted in 123 completed surveys and engagement with 27 stakeholders through Newry, Mourne and Down Youth Voice, Newry and Mourne Senior Forum and the Cedar Foundation. This response has been supplemented by the input of 1,345 respondents to the consultation on COVID-19 and the Corporate Plan in 2020 and Residents Survey in 2022.

Electronic documentation, survey on the draft performance improvement objectives 2023-24 on the Speak NMD platform.	Survey: 123 responses
Engagement with the: <ul style="list-style-type: none"> Section 75 groups, including the Newry, Mourne and Down Youth Voice, Newry and Mourne Senior Forum and Cedar Foundation 	27 consultees
Electronic survey and focus groups on the impact of COVID-19 and the Corporate Plan 2021-23 (September 2020)	560 respondents to survey 21 participants in focus groups
Residents Survey (September 2022)	764 respondents

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

Agreement on Performance Improvement Objectives 2023-24



The areas for improvement and issues raised through the overall consultation and engagement processes are clearly aligned to the five performance improvement objectives 2023-24, and will be addressed through the Performance Improvement Plan, and as part of the Council’s business planning process.

Achieving Continuous Improvement

Transforming and improving how the Council delivers services is a key objective within the Corporate Plan. Newry, Mourne and Down District Council is committed to developing a 'can do' culture, where managing performance and achieving improvement is everyone's responsibility. In pursuing the corporate vision and objectives, the Council has identified the following three core values:

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

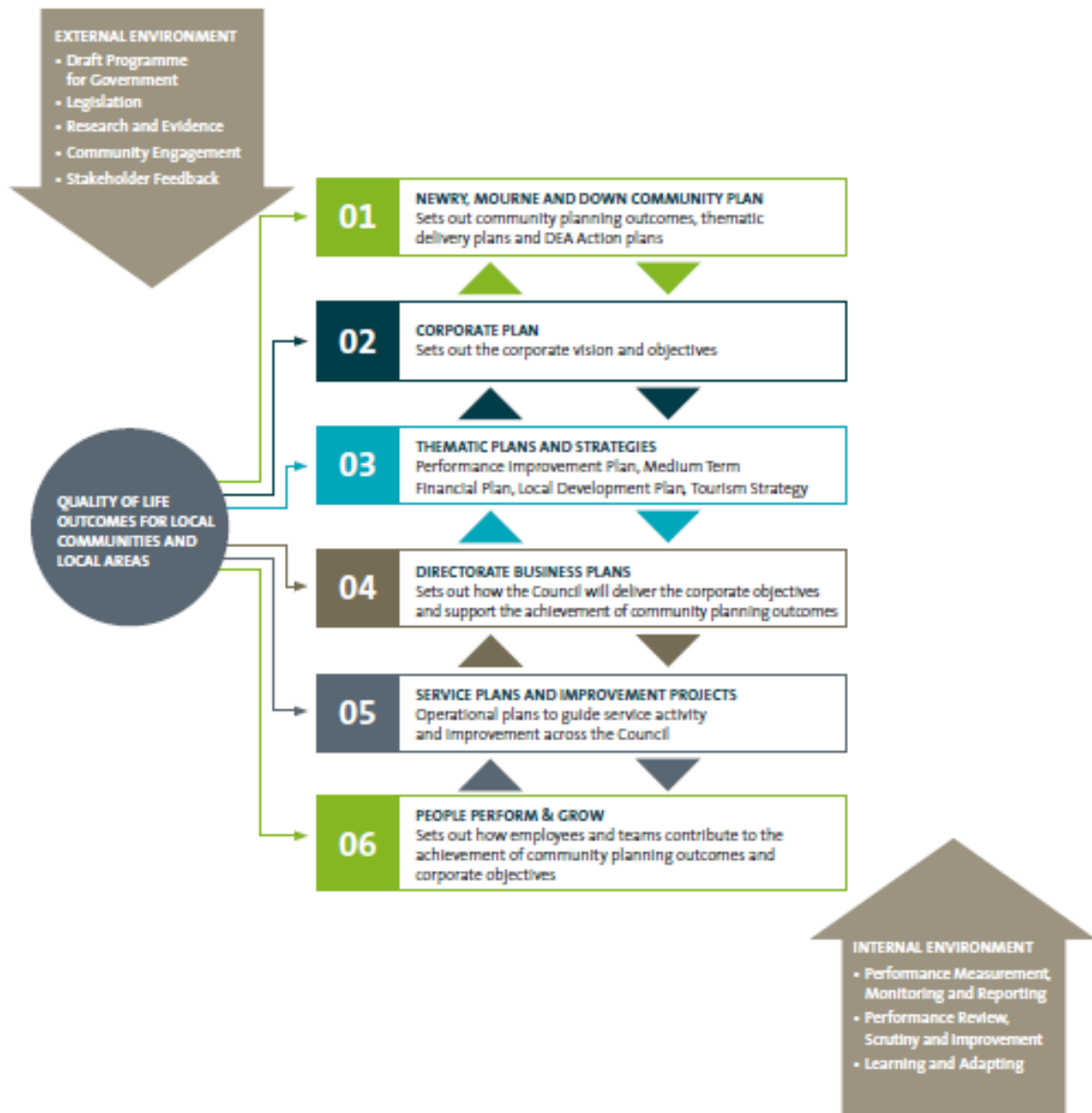
The Council has put in place a number of frameworks and systems to drive forward continuous improvement and facilitate a performance improvement culture. These include the Business Planning and Performance Management Framework, Policy Development Framework, Equality Scheme, Governance Framework and Risk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

The Council also assesses how performance compares with other Councils. Newry, Mourne and Down District Council is working with the Association of Public Service Excellence to benchmark performance against the performance of Councils across Northern Ireland and other jurisdictions. This information is being used to collate a robust and reliable evidence base, to help identify and address future areas for improvement.

The Performance Improvement Plan underpins the Council's overall approach to effective performance management. It supports the Council in identifying more efficient and effective ways of working to facilitate the achievement of community planning outcomes, corporate objectives and Directorate objectives, which together support the continued implementation of the Business Planning and Performance Management Framework.

Business Planning and Performance Management Framework

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



The Community Plan and Corporate Plan sit within a hierarchy of plans that informs the Council’s overall direction of travel and guides all activity within the organisation. Community planning outcomes and corporate objectives are cascaded across the organisation through thematic plans and strategies and Directorate Business Plans. Performance indicators continue to be developed at all levels across the Business Planning and Performance Management Framework, in order to ensure performance is measured, monitored and evaluated on a continuous basis.

During 2023-24, the Council will continue to progress and mainstream the development, implementation and review of Service Plans and roll out of Individual Performance (People Perform Grow), both of which seek to demonstrate the 'line of sight' between the work of employees and how they contribute to the achievement of community planning outcomes and corporate objectives.

Through the Business Planning and Performance Management Framework, the Council will manage performance at all levels across the organisation, in order to ensure the necessary steps are taken to secure continuous improvement in the exercise of functions. Each level of the Business Planning and Performance Management Framework is, and will be, accompanied by a relevant set of performance measures to monitor and assess the Council's progress in improving the quality of life for local communities.

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

Community Plan	The Community Plan for Newry, Mourne and Down sets out the long-term vision for improving the economic, social and environmental wellbeing of the District. Developed in collaboration with partners across the statutory, business and voluntary sectors, the Community Plan is underpinned by Priority Actions Areas and seven DEA Action Plans, which seek to deliver the five community planning outcomes at a local level. Progress in implementing the Community Plan is reviewed on a biennial basis.
Corporate Plan	The Corporate Plan 2021-23 sets out the vision, values and strategic objectives for the Council. Each strategic objective is underpinned by 'supporting actions' and 'measures of success'. Progress in delivering the Corporate Plan is reported annually through the Assessment of Performance.
Thematic Plans and Strategies	The Council has put in place a number of Thematic Plans and Strategies to support the implementation of the Community Plan and Corporate Plan, including the Performance Improvement Plan, Medium Term Financial Plan and Regeneration and Economic Development Strategy. These plans provide the strategic context for multiple programmes of work across the organisation.
Directorate Business Plans	Business Plans are developed annually to demonstrate how Directorates contribute to the achievement of community planning outcomes, corporate objectives and performance improvement objectives. Directorate Business Plans include suites of key performance measures to measure progress and drive continuous improvement, with performance being monitored and reviewed bi-annually by the relevant Committee.
Service Plans and Improvement Projects	Service Plans and Improvement Projects are operational and set out the direction for service areas across the Council. They outline how each service contributes to the delivery of community planning outcomes, corporate objectives and performance improvement objectives, include key performance measures and provide a mechanism to manage performance consistently across the organisation.

People Perform Grow	The Council recognises the significant role employees play in contributing to the achievement of the Community Plan, Corporate Plan, Thematic Plans and Strategies, Directorate Business Plans and Service Plans. People Perform Grow demonstrates the link between the work of employees and how they contribute to the achievement of key plans and strategies, as well as the outcomes experienced by local communities.
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The Business Planning and Performance Management Framework is complemented by the integrated cycle of activity outlined in the diagram below.

Governance Arrangements

Reviewing performance and reporting progress to Elected Members and other key stakeholders is very important, as it facilitates transparency, accountability and improvement in everything the Council does. The governance arrangements to develop, monitor, report and review the Council's progress in implementing the Performance Improvement Plan 2023-24 are outlined below:



The Council must publish an Assessment of Performance by 30 September 2023 which will provide an overview of how the Council has performed during 2022-23. The Assessment of Performance will be published on the Council's website and is supplemented by the Mid Year Progress Report for the Performance Improvement Plan 2023-24.

The arrangements the Council has put in place to secure continuous improvement are subject to an annual audit and assessment by the Northern Ireland Audit Office. Subject to the General Duty of Improvement being met, the Northern Ireland Audit Office will issue a Letter of Assurance to both the Council and Department for Communities.

How to Propose New Performance Improvement Objectives

Newry, Mourne and Down District Council welcomes your ongoing feedback on the performance improvement objectives 2023-24, as well as any suggestions you may have on how services can be improved in the future.

The Council can be contacted in the following ways:

In writing: Catherine Hughes
Head of Performance and Improvement (Acting)
Newry, Mourne and Down District Council
O'Hagan House
Monaghan Row
Newry
Co Down
BT35 8DJ

Telephone: 0300 013 2233

Email: performance@nmandd.org



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

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

**Oifig an Iúir
Newry Office**
O'Hagan House
Monaghan Row
Newry BT35 8DJ

**Oifig Dhún Pádraig
Downpatrick Office**
Downshire Civic Centre
Downshire Estate, Ardglass Road
Downpatrick BT30 6GQ