

February 10th, 2026

**Notice Of Meeting**

You are requested to attend the meeting to be held on **Thursday, 12th February 2026 at 6:00 pm** in **Mourne Room, Downshire Civic Centre.**

**Committee Membership 2025-26**

Councillor O Hanlon **Chairperson**

Councillor D McAteer **Deputy Chairperson**

Councillor P Byrne

Councillor C Enright

Councillor M Hearty

Councillor R Howell

Councillor T Howie

Councillor A King

Councillor C King

Councillor A Lewis

Councillor A Mathers

Councillor S O'Hare

Councillor H Reilly

Councillor M Rice

Councillor D Taylor

# Agenda

## 1.0 Apologies and Chairperson's Remarks

## 2.0 Declarations of Interest

## 3.0 Action Sheet of Strategy, Policy & Resources Committee Meeting held 22 January 2026

📎 *SPR-Action Sheet arising from 2026 01 22.pdf*

*Page 1*

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### *For Discussion/Decision*

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## 4.0 Draft Performance Improvement Objectives 2026-27

📎 *SPR Cover Report Performance Improvement Objectives 2026-27.pdf*

*Page 6*

📎 *Appendix 1 - Draft Performance Improvement Objectives 2026-27 .pdf*

*Page 10*

📎 *Appendix 2 - Development of the Performance Improvement Plan 2026-27.pdf*

*Page 34*

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### *Items deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014*

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## 5.0 Increase to EV Charging Infrastructure Capital Budget

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person (including the Council holding that information) and the public may, by resolution, be excluded during this item of business

📎 *SPR Committee Report - Increase to budget of EV Chargers.pdf*

*Not included*

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## 6.0 SLA Belfast Legal Services

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person (including the Council holding that information) and the public may, by resolution, be excluded during this item of business

📎 *SPR Report SLA Belfast 2026.pdf*

*Not included*

## 7.0 Proposed Lease of Lands at Martin Lane, Newry

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person (including the Council holding that information) and the public may, by resolution, be excluded during this item of business

 ***SPR 12 Feb 2026 Proposed Lease of Lands at Martins Lane Newry.pdf*** ***Not included***

 ***SPR Map 1.pdf*** ***Not included***

 ***SPR Map 2.pdf*** ***Not included***

## **8.0 Council Contribution to the LGSC 2026-2027**

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person (including the Council holding that information) and the public may, by resolution, be excluded during this item of business

 ***2026.02.12 SPRC Council Contribution 2026-27 NMDDC.pdf*** ***Not included***

 ***Appendix 1 - NMDDC Contribution 2026-27.pdf*** ***Not included***

## **9.0 Insurance Premiums 2026/27**

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person (including the Council holding that information) and the public may, by resolution, be excluded during this item of business

 ***SPR Report - Insurance Premiums 2026.27.pdf*** ***Not included***

 ***Appendix 1 - 2026.27 Insurance Premiums (002).pdf*** ***Not included***

# Invitees

Cllr Terry Andrews

Cllr Callum Bowsie

Mr Caolain Boyd

Fionnuala Branagh

Cllr Jim Brennan

Mr Gerard Byrne

Cllr Pete Byrne

Cllr Philip Campbell

Cllr William Clarke

Cllr Laura Devlin

Ms Louise Dillon

Cllr Cadogan Enright

Cllr Killian Feehan

Cllr Doire Finn

Ms Joanne Fleming

Cllr Conor Galbraith

Cllr Mark Gibbons

Cllr Oonagh Hanlon

Cllr Glyn Hanna

Cllr Valerie Harte

Mr Conor Haughey

Cllr Martin Hearty

Cllr Roisin Howell

Cllr Tierna Howie

Ms Catherine Hughes

Ms Marina Hughes

Cllr Jonathan Jackson

Joanne/Noelle Johnston

Cllr Geraldine Kearns

Miss Veronica Keegan

Cllr Cathal King

Cllr Aurla King

Ms Elaine Kirk

Cllr Mickey Larkin

Cllr Niall Lawlor

Cllr David Lee-Surginor

Cllr Alan Lewis

Cllr Oonagh Magennis

Mr Conor Mallon

Cllr Aidan Mathers

Cllr Declan McAteer

Ms Carol McClean

Mr Martin McKibbin  
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Mr Colin Moffett  
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Cllr Declan Murphy  
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Cllr Kate Murphy  
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Cllr Selina Murphy  
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Cllr Siobhan O'Hare  
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Mr Andy Patterson  
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Cllr Áine Quinn  
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Cllr Henry Reilly  
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Cllr Michael Rice  
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Ms Alison Robb  
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Mr Peter Rooney  
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Cllr Michael Ruane  
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Mr Conor Sage  
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Mrs Amanda Smyth  
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Donna Starkey  
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Sarah Taggart  
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Cllr David Taylor  
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Cllr Jarlath Tinnelly  
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Ms Sinead Trainor  
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Cllr Jill Truesdale  
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Mrs Marie Ward  
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Mr Conor Woods  
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Cllr Helena Young  
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| <u>Minute Ref</u>                                                                                                                | <u>Subject</u>                                          | <u>Decision</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <u>Lead Officer</u> | <u>Actions taken / progress to date</u>                            | <u>Remove from Action Sheet? Y/N</u> |
|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------|--------------------------------------|
| <b><u>ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) –</u></b><br><b><u>Thursday 14 August 2025</u></b>   |                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |                                                                    |                                      |
| SPR/135/2025                                                                                                                     | Business Case – Residual Waste Contract                 | It was agreed that the requested rates per tonnage be brought back before Members as discussed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | S Murphy            | <b>New rates not available until Procurement Process completed</b> | <b>N</b>                             |
| <b><u>ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) –</u></b><br><b><u>Thursday 13 November 2025</u></b> |                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |                                                                    |                                      |
| SPR/190/2025                                                                                                                     | Lease Arrangements – Delamont Country Park Caravan Park | It was agreed to defer the item to allow officers to bring further information on the proposed lease                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | C McClean           | <b>Report to be brought back to SPR in due course</b>              | <b>N</b>                             |
| <b><u>ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) –</u></b><br><b><u>Thursday 22 January 2026</u></b>  |                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |                                                                    |                                      |
| SPR/003/2026:                                                                                                                    | Action sheet arising from SPR meeting held 11/12/2025   | It was agreed to note the action sheet                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | M Ward              | <b>Agreed</b>                                                      | <b>Y</b>                             |
| SPR/004/2026:                                                                                                                    | Regional Innovation Hub QUB MOU                         | It was agreed to note the update on the development of a Regional Innovation Hub and approve the establishment of a MoU with Queen's University to promote further co-operation and collaboration between Queen's and NMDDC.                                                                                                                                                                                                                                                                                                                                                                                                       | C Mallon            | <b>Agreed</b>                                                      | <b>Y</b>                             |
| SPR/005/2026:                                                                                                                    | DFI Greenways Offer Of Funding                          | The following was agreed: <ul style="list-style-type: none"> <li>That Council approve capital match funding for this project with a contribution over 2 years including as set out in section 4.1.</li> <li>That Council accept the DFI Letter of Offer for the 3 projects: Newry to Poyntzpass Greenway (Newry Canal Towpath), Downpatrick to Ardglass Greenway and Ballynahinch Spur Greenway (Saintfield to Ballynahinch).</li> <li>That Council approve the Business Case (attached), to appoint consultants from the Belfast City Deal Framework to look at the feasibility &amp; design work for the 3 Greenways.</li> </ul> | C Sage              | <b>Agreed</b>                                                      | <b>Y</b>                             |
| SPR/006/2026:                                                                                                                    | DAERA Funding – Air Quality Monitoring Equipment        | It was agreed to note the report and approve the procurement and installation of the additional air quality monitor.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | S Trainor           | <b>Agreed</b>                                                      | <b>Y</b>                             |

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| SPR/007/2026: | Carlingford Greenway Final Funding Approval                        | It was agreed to note the Final Letter of Offer available to the project from the EU Interreg Programme, DFI Active Travel Blue / Green Fund and the Shared Islands Fund; and the Final agreed Business Case for the Project works on the Northern Section.                                                                                                           | J McGilly   | <b>Agreed</b> | <b>Y</b> |
| SPR/008/2026: | Donard Park Works                                                  | It was agreed to approve the appointment of contractors for the installation of automated barriers and lighting infrastructure at Donard Park in line with Council procurement policies; and the required capital budget for delivery of the works as set out in the officer's report.                                                                                | A Patterson | <b>Agreed</b> | <b>Y</b> |
| SPR/009/2026: | Leisure Centre Capital Works                                       | It was agreed to proceed with the capital works in line with Council procurement policies and approve the required capital budget for delivery of the works as set out in the officer's report.                                                                                                                                                                       | A Patterson | <b>Agreed</b> | <b>Y</b> |
| SPR/010/2026: | Annalong Community Centre – Contractor Procurement And Appointment | It was agreed to procure and appoint a contractor to undertake the required works as outlined in the officer's report.                                                                                                                                                                                                                                                | A Robb      | <b>Agreed</b> | <b>Y</b> |
| SPR/011/2026: | Kilkeel Town Hall                                                  | It was agreed to defer this item to be tabled at a future Committee meeting.                                                                                                                                                                                                                                                                                          | C Boyd      | <b>Agreed</b> | <b>N</b> |
| SPR/012/2026: | Collecting Together: Communities As Curators Project               | It was agreed to approve: <ul style="list-style-type: none"> <li>The Letter of Offer from Esmée Fairbairn Foundation for its Collecting Together: Communities as Curators project.</li> <li>The recruitment of a funded part-time project officer to support the project.</li> <li>The implementation of the project including any necessary procurements.</li> </ul> | C Mallon    | <b>Agreed</b> | <b>Y</b> |
| SPR/013/2026: | PEACEPLUS Staff Recruitment                                        | It was agreed to approve, under the ERT Department, AONB and Geo Park Structure, the creation of an additional post and associated recruitment for one FTE staff resource to deliver the associated Peace Plus project actions.                                                                                                                                       | C Mallon    | <b>Agreed</b> | <b>Y</b> |
| SPR/014/2026: | Lease Of The Generator House, Newcastle Harbour                    | It was agreed to extend the term of the lease as outlined in the officer's report to 33 years from 1 <sup>st</sup> September 2023, subject to Departmental Consent.                                                                                                                                                                                                   | C McClean   | <b>Agreed</b> | <b>Y</b> |
| SPR/015/2026: | Renewal Of Lease For Car Park At Greenbank, Newry                  | It was agreed to enter into a further lease of the Lands with the party named for a term of 3 years subject to the rent set out in the officer's report.                                                                                                                                                                                                              | C McClean   | <b>Agreed</b> | <b>Y</b> |

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| SPR/016/2026: | Surrender Of Lease At Main Avenue, Newry                                                                       | It was agreed to permit the Club named in the officer's report to surrender the sub-lease in respect of the Lands at Main Avenue, Newry.                                                                                                                                            | C McClean | <b>Agreed</b> | <b>Y</b> |
| SPR/017/2026: | Acquisition of Land at Camlough Lake                                                                           | It was agreed to purchase the Lands shown on Map 2 outlined in green from the Private Landowner referred to in the officer's report at the purchase values quoted, subject to retention of right of way.                                                                            | C McClean | <b>Agreed</b> | <b>Y</b> |
| SPR/018/2026: | Extension of IT Contract                                                                                       | It was agreed to extend the current contract for Performance Management System for a one-year license period; and to recontract the Purchase to Pay system via the G-Cloud for a 2-year license period.                                                                             | G Byrne   | <b>Agreed</b> | <b>Y</b> |
| SPR/019/2026: | Capital Works Dunleath Park                                                                                    | It was agreed to approve the submission of a grant funding application; the required Council match-funding; and the appointment of a contractor for the delivery of Capital Works at Dunleath Park as set out in the officer's report.                                              | C Haughey | <b>Agreed</b> | <b>Y</b> |
| SPR/020/2026: | Kilbroney Café And Castlewellan Forest Park                                                                    | It was agreed to grant a Deed of Variation and Novation Agreement in relation to Kilbroney Café and Castlewellan Forest Park and to agree the proposed repayment plan.                                                                                                              | C Mallon  | <b>Agreed</b> | <b>Y</b> |
|               |                                                                                                                | It was also agreed that the Chief Executive contact all Members of Council to advise agreement had been sought and given at SPR Committee held on 22 January 2026 and if full agreement from all Members is forthcoming the Chief Executive can proceed to engage with the company. | M Ward    | <b>Agreed</b> | <b>Y</b> |
| SPR/021/2026: | Statutory Reporting - Section 75 Policy Screening Report – Quarterly Report For Period October – December 2025 | It was agreed to note the report.                                                                                                                                                                                                                                                   | E Kirk    | <b>Agreed</b> | <b>Y</b> |





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|-----------------------------------------------------|--------------------------------------------------------------|
| <b>Report to:</b>                                   | Strategy, Policy and Resources Committee                     |
| <b>Date of Meeting:</b>                             | 12 February 2026                                             |
| <b>Subject:</b>                                     | Draft Performance Improvement Objectives 2026-27             |
| <b>Reporting Officer<br/>(Including Job Title):</b> | Gerard Byrne – Assistant Director: Finance and Performance   |
| <b>Contact Officer<br/>(Including Job Title):</b>   | Catherine Hughes– Acting Head of Performance and Improvement |

Confirm how this Report should be treated by placing an x in either:-

| <b>For decision</b> | <b>X</b> | <b>For noting only</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <b>1.0</b>          |          |                        | <b>Purpose and Background</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 1.1                 |          |                        | Part 12 of the Local Government (NI) Act 2014 sets out a General Duty of Improvement for local government, whereby all District Councils are required to put in place arrangements to secure continuous improvement in the exercise of their functions. Each financial year, Councils are required to set performance improvement objectives for the services they provide. These objectives can span more than one year, with intermediary milestones, which must be reviewed annually. The performance improvement objectives form part of the annual Performance Audit and Assessment which is carried out by the Northern Ireland Audit Office.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>2.0</b>          |          |                        | <b>Key issues</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                     |          |                        | <b>Draft performance improvement objectives 2026-27</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 2.1                 |          |                        | <p>It is proposed that the Council carries forward all but one of the draft performance improvement objectives 2026-27 for Newry, Mourne and Down District Council from 2025-26. Performance Improvement Objective 2 in relation to the economy has been amended slightly to better reflect the work the Council is carrying out in this area. These objectives were developed within the context of the Corporate Plan 2024-27. These objectives are outlined in Appendix 1, and the 'supporting actions', 'measures of success' and targets have been developed and updated where appropriate and relevant.</p> <ol style="list-style-type: none"> <li><b>1. We will support the health and wellbeing of local people by improving our leisure facilities and services</b></li> <li><b>2. We will contribute to growing the economy by supporting local businesses, job creation and pathways to employment.</b></li> <li><b>3. We will improve the cleanliness of our District by continuing to promote recycling and addressing littering, fly tipping and dog fouling incidents</b></li> <li><b>4. We will improve our sustainability and reduce our impacts in relation to climate change</b></li> <li><b>5. We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme</b></li> </ol> <p>As part of the Performance Improvement Audit and Assessment 2025-26, the Northern Ireland Audit Office has confirmed that the Council has demonstrated that the 2025-26 improvement objectives are legitimate, clear, robust, deliverable and demonstrable. The improvement objectives cover a wide range of Council services, and they relate to both improving Council functions and improving services for communities and citizens.</p> |

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|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|     | <b>Legislative context</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2.2 | <p>The guidance issued by the Department for Communities states that performance improvement is more than just quantifiable gains in service output or efficiency, or in the internal effectiveness of an organisation. Improvement should focus on activity that enhances the sustainable quality of life and environment for communities.</p> <p>Councils should therefore frame improvement objectives so as to bring about improvement in at least one of the following specified aspects of improvement:</p> <ul style="list-style-type: none"> <li>• Strategic effectiveness</li> <li>• Service quality</li> <li>• Service availability</li> <li>• Fairness</li> <li>• Sustainability</li> <li>• Efficiency</li> <li>• Innovation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2.3 | <p>Councils should also determine their objectives for improvement based on critical self analysis, taking account of a wide range of evidence. All improvement objectives should relate to improving the functions and services to citizens, and be:</p> <ul style="list-style-type: none"> <li>• Legitimate</li> <li>• Clear</li> <li>• Robust</li> <li>• Deliverable</li> <li>• Demonstrable</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2.4 | <p>Councils are required to consult and engage a range of stakeholders, including citizens, businesses and partner organisations on the performance improvement objectives. The proposed nine week consultation programme will run from 13 February-17 April 2026 and will consist of the following elements:</p> <ul style="list-style-type: none"> <li>• Council website - On the consultations section of the Council's website an electronic survey in relation to the draft performance improvement objectives 2026-27 will be published. The overall consultation and engagement process will be further promoted through the Council's website and social media channels and circulated to key internal and external stakeholders</li> <li>• Public advertisements in local newspapers</li> <li>• Engagement with DEA Forums and Section 75 groups through Youth Voice and Older People's Forums</li> </ul> <p>Consultation feedback will inform the final objectives which will form part of the Performance Improvement Plan 2026-27. An overview of the overall approach to develop and publish the Performance Improvement Plan by 30 June 2026, in line with statutory requirements, is outlined in <b>Appendix 2</b>.</p> |
| 2.5 | <p>Delivery plans for each performance improvement objective will also be developed. These plans will demonstrate, in practical terms, how the Council will manage the effective delivery of each objective. Objective Delivery Plans are dynamic and will be reviewed and updated on a continuous basis, in order to ensure the Council has the necessary resources and processes in place to support the delivery of each objective.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <b>3.0</b> | <b>Recommendations</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 3.1        | <p>To consider and agree:</p> <ul style="list-style-type: none"> <li>The five draft performance improvement objectives 2026-27, as outlined in Appendix 1</li> <li>The proposed approach and timetable for publishing the Performance Improvement Plan 2026-27, as outlined in Appendix 2, including approval to commence the consultation and engagement process on 13 February 2026</li> </ul>                                                                                                                                                                                                                                                                                                                           |
| <b>4.0</b> | <b>Resource implications</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 4.1        | There are no financial resource implications within this report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>5.0</b> | <b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.1        | <p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 5.2        | <p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input checked="" type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>                                                                                                                               |
| 5.3        | <p><b><i>Proposal initiating consultation</i></b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input checked="" type="checkbox"/></p> <p><b><i>Rationale:</i></b><br/>The draft performance improvement objectives 2026-27 have been equality screened and it is recommended that they are not subject to an equality impact assessment (with no</p> |

|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | <p>mitigating measures required). In relation to the proposed nine-week consultation process, whilst the Council's Equality Scheme commits to holding consultation exercises relevant to the statutory duties for a minimum of twelve weeks, it also sets out exceptional circumstances where the twelve weeks may not apply. In this instance, it is proposed that the Council implements a nine-week consultation process in order to ensure the deadline for publishing the Performance Improvement Plan 2026-27 by 30 June 2026 is met.</p> <p>It should also be noted that the performance improvement objectives 2026-27 have been developed based on the content of existing strategies, including the Corporate Plan 2024-27, which have been informed by a robust and reliable quantitative and qualitative evidence base, including Residents Survey 2022.</p> |
| <b>6.0</b> | <b>Due regard to Rural Needs (please tick all that apply)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 6.1        | <p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input checked="" type="checkbox"/></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>7.0</b> | <b>Appendices</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|            | <ul style="list-style-type: none"> <li>• <b>Appendix 1</b> – Draft Performance Improvement Objectives 2026-27</li> <li>• <b>Appendix 2</b> – Approach and timetable for publishing the Performance Improvement Plan 2026-27</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>8.0</b> | <b>Background Documents</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|            | Performance Improvement Plan 2025-26                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

# Newry, Mourne and Down District Council

## Consultation on the draft Performance Improvement Objectives 2026-27

## Our Duty of Improvement

Part 12 of The Local Government Act (NI) 2014 sets out a General Duty of Improvement for local government, whereby all District Councils are required to put in place arrangements to secure continuous improvement in the exercise of their functions.

The Council is required to set performance improvement objectives for the services it provides on an annual basis, and to have in place arrangements to achieve these objectives. Each performance improvement objective must bring about improvement in at least one of the following aspects of improvement:

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

Improvement for Councils should focus on enhancing the sustainable quality of life for ratepayers and local communities, and each objective should be clearly linked to the community planning outcomes for the District.

All but one of draft performance improvement objectives 2026-27 for Newry, Mourne and Down District Council has been carried forward from 2025-26. Performance Improvement Objective 2 in relation to the economy has been amended slightly to better reflect the work the Council is carrying out in this area.

They have been developed based on extensive consultation and engagement with key stakeholders and are aligned to the following regional and local plans which influence the overall direction of travel of the organisation.

- Programme for Government 2024-27
- Newry, Mourne and Down Community Plan
- Newry, Mourne and Down District Council Corporate Plan 2024-27
- Thematic Plans and Strategies, including the Regeneration and Economic Development Strategy

Once agreed, the performance improvement objectives 2026-27 will be published in the annual Performance Improvement Plan. This plan will provide more detail about what we want to improve, how we will deliver improvements, how our performance will be measured and what outcomes stakeholders will experience as a result of our improvement activity.

Our Draft Performance Improvement Objectives 2026-27

- 1. We will support the health and wellbeing of local people by improving our leisure facilities and services**
- 2. We will contribute to growing the economy by supporting business growth, job creation and pathways to employment.**
- 3. We will improve the cleanliness of our District by continuing to promote recycling and 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 selected based on the following criteria:

- Does the objective support the delivery of the Programme for Government, Community Plan and Corporate Plan 2024-27?
- Do the objectives demonstrate improvement in at least one of the seven aspects of improvement? (strategic effectiveness, service delivery, service availability, fairness, sustainability, efficiency, innovation)
- Are the objectives SMART? (specific, measurable, achievable, realistic, timebound)
- Are the resources in place to deliver the objective? (financial, human, leadership, skills, knowledge, governance, risk)
- Are the objectives based on robust and reliable evidence, and will they make a visible difference in the local area?
- How well are we performing?

Legend:

| Status                                                                              |                                                                                   | Trend                                                                               |                                             |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------|
|  | Target or objective achieved / on track to be achieved                            |  | Performance has improved                    |
|  | Target or objective partially achieved / likely to be achieved / subject to delay |  | Performance is similar to the previous year |
|  | Target or objective not achieved / unlikely to be achieved                        |  | Performance has declined                    |

\*It should be noted that the performance information contained in the 'Looking Back' section of this report may be subject to change when the results are verified and reported through the Assessment of Performance 2025-26 in September 2026.

## 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'.**

Through the Community Plan, the following five positive outcomes have been identified:

### Our Outcomes

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



## Newry, Mourne and Down District Council Corporate Plan 2024-27

The Corporate Plan 2024-27 sets out the strategic direction of the organisation and ties together a number of plans and strategies that will enable the Council to achieve the following mission and eight strategic objectives. The Corporate Plan will also contribute the achievement of the overarching vision and outcomes within the Community Plan.

### Council Mission Statement

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

### Council Strategic Objectives

|                                                                                                                                                                  |                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br><b>Support the continued growth and development of our local economy</b>    | <br><b>Improve the health and wellbeing of everyone in the district</b>                                     |
| <br><b>Protect and enhance our environment to secure a sustainable future</b> | <br><b>Support regenerative tourism opportunities which promote our culture, heritage and environment</b> |
| <br><b>Empowering communities to play an active part in civic life</b>        | <br><b>Develop and revitalise our district</b>                                                            |
| <br><b>Deliver sustainable services</b>                                       | <br><b>Represent the voice of the district with our partners</b>                                          |

## Your voice, your choice!

Newry, Mourne and Down District Council is inviting you to put forward your views on the draft performance improvement objectives 2026-27. We are keen to ensure that our performance improvement objectives have a positive impact on the quality of life of all stakeholders across the District, including citizens, local businesses, partner organisations in the statutory, voluntary and community sectors, employees and Elected Members.

A questionnaire has been included on page 22 of this document for all stakeholders to complete and return to:

Email: [performance@nmandd.org](mailto:performance@nmandd.org)  
 Address: Performance and Improvement  
 Newry, Mourne and Down District Council  
 O'Hagan House, Monaghan Row  
 Newry, Co Down  
 N. Ireland, BT35 8DJ

The questionnaire is also available on the Council's website and social media channels, through the following link:

[www.newrymournedown.org/consultations](http://www.newrymournedown.org/consultations)

Alternatively, if you prefer to provide comments in person, please contact us on:

Tel: 0330 137 4000  
 Email: [performance@nmandd.org](mailto:performance@nmandd.org)

**The closing date for responses is: 17 April 2026.**

## Performance Improvement Objective 1

| We will support the health and wellbeing of local people by improving our leisure facilities and services |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                          |                                                          |                                                                                     |                                                          |                                                                                     |                                                                                 |                                                                                     |                                                                  |                                                                                     |                                           |                                                                                     |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------------------------------------------------|
| Why this matters                                                                                          | <p>You told us that:</p> <ul style="list-style-type: none"> <li>One of the top priorities for improving your local area was 'Improving people's health and wellbeing (and reducing health inequalities)</li> <li>17% of our residents are not active for a single day each week.</li> <li>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'</li> <li>Between 2018 and 2022 there has been an increase in the number of residents satisfied with the leisure centres across the District.</li> <li>65% of respondents to our 2025-26 survey agreed with this objective</li> </ul> <p>We know that keeping fit and active can help improve a person's health and wellbeing both physically and mentally and the provision of leisure facilities is key to achieving this. 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> |                                                                                                                                          |                                                          |                                                                                     |                                                          |                                                                                     |                                                                                 |                                                                                     |                                                                  |                                                                                     |                                           |                                                                                     |
|                                                                                                           | <table> <tr> <td rowspan="5">Looking Back: What we did between April - September 2025</td><td></td><td>479,270 paid attendances across the 6 leisure facilities</td></tr> <tr> <td></td><td>16,384 attendances recorded of people taking part in targeted health programmes</td></tr> <tr> <td></td><td>10,824 memberships recorded across the indoor leisure facilities</td></tr> <tr> <td></td><td>5 play parks upgraded across the District</td></tr> <tr> <td></td><td>£225,000 given out in financial assistance for major and minor capital works for sports clubs with 31 clubs and 6 facilities benefitting</td></tr> </table>                                                                                                                                                                                                                               |                                                                                                                                          | Looking Back: What we did between April - September 2025 |  | 479,270 paid attendances across the 6 leisure facilities |  | 16,384 attendances recorded of people taking part in targeted health programmes |  | 10,824 memberships recorded across the indoor leisure facilities |  | 5 play parks upgraded across the District |  |
| Looking Back: What we did between April - September 2025                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 479,270 paid attendances across the 6 leisure facilities                                                                                 |                                                          |                                                                                     |                                                          |                                                                                     |                                                                                 |                                                                                     |                                                                  |                                                                                     |                                           |                                                                                     |
|                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 16,384 attendances recorded of people taking part in targeted health programmes                                                          |                                                          |                                                                                     |                                                          |                                                                                     |                                                                                 |                                                                                     |                                                                  |                                                                                     |                                           |                                                                                     |
|                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 10,824 memberships recorded across the indoor leisure facilities                                                                         |                                                          |                                                                                     |                                                          |                                                                                     |                                                                                 |                                                                                     |                                                                  |                                                                                     |                                           |                                                                                     |
|                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 5 play parks upgraded across the District                                                                                                |                                                          |                                                                                     |                                                          |                                                                                     |                                                                                 |                                                                                     |                                                                  |                                                                                     |                                           |                                                                                     |
|                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | £225,000 given out in financial assistance for major and minor capital works for sports clubs with 31 clubs and 6 facilities benefitting |                                                          |                                                                                     |                                                          |                                                                                     |                                                                                 |                                                                                     |                                                                  |                                                                                     |                                           |                                                                                     |
| Looking Forward: What we will do in 2026-27                                                               | <ul style="list-style-type: none"> <li>Increase the number of paid attendances at indoor leisure facilities.</li> <li>Continue to deliver a range of targeted, sustainable health programmes to encourage participation in physical activity.</li> <li>Progress the leisure projects agreed within the Capital Programme.</li> <li>Provide funding through financial assistance for capital projects for sports clubs.</li> <li>Continue to monitor customer satisfaction.</li> <li>Work towards achieving disability accreditation across identified tier 1 sites.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                          |                                                          |                                                                                     |                                                          |                                                                                     |                                                                                 |                                                                                     |                                                                  |                                                                                     |                                           |                                                                                     |

| How we will measure success                                     | 2022-23 Actual                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2023-24 Actual | 2024-25 Actual            | Status Trend                                                                          | Q1/Q2 2025-26 | 2026-27 Target  |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------|---------------------------------------------------------------------------------------|---------------|-----------------|
| Number of paid attendances recorded at:                         | 698,864                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 768,842        | 737,439 (Target: 850,000) |    | 479,270 *     | <b>748,800</b>  |
| Newry Leisure Centre                                            | 307,153                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 331,546        | 244,929                   |    | 261,631 *     | <b>335,000</b>  |
| Down Leisure Centre                                             | 246,978                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 259,473        | 273,783                   |    | 135,502 *     | <b>270,000</b>  |
| Kilkeel Leisure Centre                                          | 69,797                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 63,811         | 74,988                    |    | 21,208        | <b>21,000</b>   |
| St. Colmans Sports Complex                                      | 54,024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 58,491         | 68,662                    |    | 25,268*       | <b>60,000</b>   |
| Newcastle Centre & Tropicana Outdoor Swimming Complex           | 25,517                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 27,765         | 30,887                    |    | 16,598*       | <b>27,800</b>   |
| Ballymote Sports and Wellbeing Centre                           | 15,365                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 27,756         | 35,949                    |   | 19,063        | <b>35,000</b>   |
| Number of people participating in targeted health programmes    | 9,309                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 10,805         | 20,421 (Target: 20,000)   |  | 16,384        | <b>16,500</b>   |
| Number of attendances recorded at Donard Park Multisport Hub    | New measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |                           | -                                                                                     | -             | <b>35,000</b>   |
| Value of Financial Assistance funding allocated to sports clubs | New measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |                           | -                                                                                     | £225,000      | <b>£225,000</b> |
| Number of leisure centre memberships                            | 9,534                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 9,923          | 10,050 (Target: 10,000)   |  | 10,824        | <b>9,500**</b>  |
| Number of capital leisure projects progressed                   | New measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |                           | -                                                                                     | 2             | <b>7</b>        |
| Number of play parks upgraded                                   | New measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 3              | 4                         |  | 5             | <b>2</b>        |
| <b>What you will see by March 2027</b>                          | <ul style="list-style-type: none"> <li>748,800 paid attendances at our six leisure centres by the end of 2026-27.</li> <li>16,500 people participating in targeted health programmes across the District.</li> <li>9,500 leisure centre memberships recorded.</li> <li>2 play parks upgraded.</li> <li>7 new build and/or upgraded capital leisure projects progressed including Kilkeel Leisure Centre, Newry City Park, Newcastle Centre, Rowallane Multisport hub, Crotlieve Multisport hub, Newry Multisport hub and Newcastle rock pool.</li> <li>Financial assistance allocated for sports clubs to the value of £225,000 for capital projects.</li> <li>Disability accreditation achieved in an identified tier 1 site.</li> <li>30,000 recorded visits to Donard Park Multisport hub.</li> </ul> |                |                           |                                                                                       |               |                 |
| <b>Alignment</b>                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                           |                                                                                       |               |                 |
| Corporate Plan 2024-27                                          | <ul style="list-style-type: none"> <li>Improve the health and wellbeing of everyone in the District.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                           |                                                                                       |               |                 |
| Community Plan                                                  | <ul style="list-style-type: none"> <li>All people in Newry, Mourne and Down enjoy good health and wellbeing</li> <li>All people in Newry, Mourne and Down benefit from prosperous communities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                           |                                                                                       |               |                 |

|                                |                                          |                 |                      |          |
|--------------------------------|------------------------------------------|-----------------|----------------------|----------|
| Draft Programme for Government | • Cut Health Waiting Times               |                 |                      |          |
| 7 aspects of improvement       | Strategic effectiveness                  | Service quality | Service availability | Fairness |
| Responsible Officer            | Director: Active and Healthy Communities |                 |                      |          |

\*Following further data validation exercises these figures have changed from the Mid Year Assessment of the Performance Improvement Plan 2025-26.

\*\* Target decreased due to 6 month closure of KLC

## Performance Improvement Objective 2

| We will contribute to growing the economy by supporting business growth, job creation and pathways to employment |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Why this matters                                                                                                 | <p>You told us that:</p> <ul style="list-style-type: none"> <li>• 'Improving skills, employability and job prospects' was your top priority for improving the local area in the 2022 residents survey</li> <li>• 'Supporting local businesses, attracting investment and jobs' is in your top three priorities for improvement</li> <li>• Investment to grow the economy, create jobs and attract tourists is the most important form of investment</li> <li>• 69% of respondents to our 2025-26 survey agreed with this objective</li> </ul> <p>Continuing to support and grow the economy of Newry, Mourne and Down remains a key priority for the Council. Council continues to support the growth of both new business start-ups and the growth of existing businesses through the collaborative delivery of the Go Succeed Programme. 'Go Succeed' is the new go-to source for free expert business advice focusing on the three pillars of starting, growing and scaling your business or business idea.</p> <p>The NMD Labour Market partnership (LMP) is vital for delivery against skills and employability, addressing economic inactivity, and supporting the up-skilling and re-skilling of residents in line with the demand for skills. The LMP has delivered a range of employment academies, careers fairs and jobs fairs, working closely with key stakeholders across the private and public sector.</p> <p>Delivery against the Belfast Region City Deal investment areas continues, with ambitions for job creation and the stimulation of private sector investment across the district.</p> <p>Council is leading on the implementation of a new DfE initiative for the establishment of Local Economic Partnership's which will deliver £4.5 Million of investment over a 3-year period, into initiatives that drive the creation of good jobs, productivity growth, sustainability and decarbonisation.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                  | Looking Back:<br>What we did between April-September 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <div>  81 new enterprises created as a result of support and 113* new jobs promoted through business start activity                 </div> <div>  7 new social enterprise start-ups supported, and 6 new social enterprise jobs created                 </div> <div>  160 existing businesses supported to progress growth and scaling ambitions                 </div> <div>  Delivered a range of Make it Local campaigns to support "Giant Adventures"                 </div> |

| <b>Looking Forward:</b><br>What we will do in 2026-27                             | <ul style="list-style-type: none"> <li>Invest in the social economy through the Social Enterprise programme.</li> <li>Support the establishment of new businesses through the 'Go Succeed' Programme.</li> <li>Support the growth of existing businesses and creation of new jobs through the 'Go Succeed' Programme.</li> <li>Directly support participants on employment pathway initiatives.</li> <li>Invest in employability and skills through the implementation of the LMP Action Plan.</li> <li>Invest in the creation of good jobs, productivity growth, decarbonization and regional balance through the implementation of a Local Economic Partnership action plan.</li> </ul> |                |                      |                                                                                                                                                                                |               |                |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|
| How we will measure success                                                       | 2022-23 Actual                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2023-24 Actual | 2024-25 Actual       | Status Trend                                                                                                                                                                   | Q1/Q2 2025-26 | 2026-27 Target |
| Number of social enterprise start-ups supported                                   | 12                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 12             | 12<br>(Target: 12)   | <br>     | 7             | <b>12</b>      |
| Number of social enterprise jobs created                                          | 12                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 16             | 16<br>(Target: 12)   | <br>     | 6             | <b>12</b>      |
| Number of participants engaged across all 'Go Succeed' activity                   | New measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                | 839<br>(Target: 712) |                                                                                           | 555           | <b>712</b>     |
| Number of business plans created for start-up businesses and employer enterprises | 361                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 151            | 332<br>(Target: 361) | <br> | 189*          | <b>289</b>     |
| Number of jobs promoted via business start-up activity                            | 187                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 90             | 193<br>(Target: 173) | <br> | 113*          | <b>173**</b>   |
| Number of new enterprises created as a result of support                          | 195                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 90             | 175<br>(Target: 195) | <br> | 81            | <b>119</b>     |
| Number of existing businesses supported to progress growth and scaling ambitions. | 220                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 351            | 221<br>(Target: 220) | <br> | 160           | <b>220</b>     |
| Number of participants directly supported on employment pathway initiatives       | New measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                      | -                                                                                                                                                                              | -             | <b>250</b>     |
| <b>What you will see by March 2027</b>                                            | <ul style="list-style-type: none"> <li>289 business plans created for Start-Up businesses and employer enterprises.</li> <li>Over 700 participants engaged across all Go Succeed activity.</li> <li>Support provided to 220 existing businesses to progress growth and scaling ambitions.</li> <li>173 new jobs promoted via business start-up activity.</li> <li>12 social enterprise start-ups supported and 12 social enterprise jobs created.</li> <li>250 directly supported participants on employment pathway initiatives.</li> <li>Continued support for new and established local businesses.</li> </ul>                                                                         |                |                      |                                                                                                                                                                                |               |                |

|                                |                                                                                                                                                                                                                    |                 |                      |            |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------|------------|
|                                | <ul style="list-style-type: none"> <li>Continued support for the growth of new employment opportunities.</li> <li>Continued support to grow a labour market that is economically active and prosperous.</li> </ul> |                 |                      |            |
| <b>Alignment</b>               |                                                                                                                                                                                                                    |                 |                      |            |
| Corporate Plan 2024-27         | <ul style="list-style-type: none"> <li>Support the continued growth and development of our local economy</li> </ul>                                                                                                |                 |                      |            |
| Community Plan                 | <ul style="list-style-type: none"> <li>All people from Newry, Mourne and Down benefit from prosperous communities</li> </ul>                                                                                       |                 |                      |            |
| Draft Programme for Government | <ul style="list-style-type: none"> <li>Grow a Globally Competitive and Sustainable Economy</li> </ul>                                                                                                              |                 |                      |            |
| 7 aspects of improvement       | Strategic effectiveness                                                                                                                                                                                            | Service quality | Service availability | Innovation |
| <b>Responsible Officer</b>     | <b>Director: Economy, Regeneration and Tourism</b>                                                                                                                                                                 |                 |                      |            |

\*The 2025/26 mid year figure is a draft number to be finalised following monitoring and verification of data by Go Succeed lead BCC

\*\*Updated 'Go Succeed' 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 continuing to promote recycling and addressing littering, fly tipping and dog fouling incidents |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Why this matters                                                                                                                                   | <p>You told us that:</p> <ul style="list-style-type: none"> <li>• Dog mess and dog fouling and rubbish or litter lying around are your top two perceived problems in your local area</li> <li>• 6% of the residents surveyed were dissatisfied with the cleansing service provided by the Council.</li> <li>• 91% of residents said recycling is important to them, an increase of 5% on the 2018 residents survey figure.</li> <li>• 75% of respondents to our 2025-26 survey agreed with this objective</li> </ul> <p>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.</p> <p>To improve the overall cleanliness of the District, the Council has reviewed cleansing operations and is currently designing 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> |                                                                               |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                               |
| Looking Back: What we did between April-September 2025                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Issued 17 fixed penalty notices, 14 of which were paid                        |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Supported 100% of all 17 community clean up requests received                 |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 10 environmental projects funded through the NI 'Live Here Love Here' Scheme  |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Increase in the amount of Local Authority collected municipal waste arisings. |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Decrease in the rate of recycling, to 51.1%                                   |
| Looking Forward: What we will do in 2026-27                                                                                                        | <p>Address issues around recycling, littering, illicit dumping and dog fouling by:</p> <ul style="list-style-type: none"> <li>• Reviewing and implementing the Enforcement Improvement Plan.</li> <li>• Promoting responsible dog ownership through publicity and social media campaigns.</li> <li>• Encouraging residents to bring properly sorted surplus recyclable waste to our Household Recycling Centres.</li> <li>• Supporting local community clean ups.</li> <li>• Continued implementation of a Paint Re-Use Scheme at a further 2 Household Recycling Centres.</li> <li>• Implementing a new system to determine levels of street cleanliness and identify emerging issues and hotspots.</li> <li>• Embedding the new online reporting tool for dog fouling.</li> <li>• Continuing to implement the rollout out of compactable street litter bins.</li> </ul>                                                                                                                                                                                                                                                                                                            |                                                                               |

|                                                                                             | Work in partnership with Keep Northern Ireland Beautiful to: <ul style="list-style-type: none"> <li>Promote the 'Live Here Love Here' campaigns.</li> <li>Encourage community groups to 'Adopt a Spot'.</li> <li>Highlight the impact of littering on the marine environment.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                |                         |                                                                                                                                                                                |                      |                                                    |
|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------|
| How we will measure success                                                                 | 2022-23 Actual                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2023-24 Actual | 2024-25 Actual          | Status Trend                                                                                                                                                                   | Q1/Q2 2025-26 Actual | 2026-27 Target                                     |
| Number of fixed penalty notices issued                                                      | 110                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 25             | 31 (Target: 120)        | <br>     | 17                   | <b>100</b>                                         |
| Number of fixed penalty notices paid                                                        | 91                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 19             | 26 (Target: 96)         | <br>     | 14                   | <b>80</b>                                          |
| Percentage of issued fixed penalty notices that are paid                                    | New measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                |                         | -                                                                                                                                                                              | 82.4%                | <b>80%</b>                                         |
| Percentage of community clean up requests supported                                         | New measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                | 100% (Target: 90%)      |                                                                                             | 100%                 | <b>90%</b>                                         |
| Number of 'Live Here Love Here' environmental projects                                      | 10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 9              | 15                      |                                                                                             | 10                   | <b>No target</b>                                   |
| The percentage of household waste collected by District Councils that is sent for recycling | 49.6%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 50.1%          | 48.7% (Target 50%)      | <br>    | 51.1%                | <b>70% by 2030</b>                                 |
| The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled    | 2,319t                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 932t           | 429t (Target <20,954 t) | <br> | 257t                 | <b>&lt;20,954 tonnes*</b><br><b>* (2019-20)</b>    |
| The amount of Local Authority Collected Municipal Waste arisings                            | 82,842t                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 84,636t        | 85,383t (Target 85,500) | <br> | 45,591t              | <b>85,500 tonnes*</b><br><b>* (2019-20 target)</b> |
| <b>What you will see by March 2027</b>                                                      | <ul style="list-style-type: none"> <li>Increase in the number of fixed penalty notices issued and paid.</li> <li>Responsible dog ownership and reduced levels of dog fouling, littering and illicit dumping.</li> <li>Improved opportunities to report dog fouling and identify hotspots for enforcement patrols.</li> <li>Reduction in the disposal of paint from our Household Recycling Centre sites.</li> <li>Opportunities to engage in community clean ups.</li> <li>Increased awareness of environmental messaging including recycling, dog fouling and littering.</li> <li>Decrease in overflowing bins and reduction of street bin collections.</li> <li>A cleaner, greener District, with improved civic and community pride.</li> </ul> |                |                         |                                                                                                                                                                                |                      |                                                    |
| <b>Alignment</b>                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                         |                                                                                                                                                                                |                      |                                                    |
| Corporate Plan 2024-27                                                                      | <ul style="list-style-type: none"> <li>Protect and enhance our environment to secure a sustainable future</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                         |                                                                                                                                                                                |                      |                                                    |
| Community Plan                                                                              | <ul style="list-style-type: none"> <li>All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                         |                                                                                                                                                                                |                      |                                                    |
| Draft Programme for Government                                                              | <ul style="list-style-type: none"> <li>Protecting Lough Neagh and the Environment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |                         |                                                                                                                                                                                |                      |                                                    |

|                          |                                          |                      |            |                |
|--------------------------|------------------------------------------|----------------------|------------|----------------|
| 7 aspects of improvement | Strategic effectiveness                  | Service availability | Innovation | Sustainability |
| Responsible Officer      | Director: Sustainability and Environment |                      |            |                |

\*The Q1/Q2 2025-26 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) targets have 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. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                        |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Why this matters                                                                         | <p>You told us that:</p> <ul style="list-style-type: none"> <li>Managing waste, reducing climate change, investing in renewable energy etc. was important to you.</li> <li>Green technology skills were the second most important training support needed to improve the growth of resident employability.</li> <li>91% of residents said recycling is important to them, an increase of 5% on the 2018 residents survey figure.</li> <li>59% of respondents to our 2024-25 survey agreed with this objective</li> </ul> <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'.</p> <p>NMDDC is acutely aware of how intrinsic sustainability and care of our district is to its future. Within our new Council structure, a Sustainability Department has been created. This is led by a dedicated Assistant Director with responsibility for issues such as Energy, Council Fleet, Facilities Maintenance and Biodiversity.</p> <p>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>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> |                                                                                                        |
|                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Established the baseline for the Council's carbon footprint                                            |
|                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Established the Council's baseline for renewable energy generation and overall energy consumption      |
|                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Planted 89 trees across the District                                                                   |
|                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 76% of Council fleet younger than 8 years                                                              |
|                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Progressed the action plan contained within the Newry, Mourne and Down Biodiversity Strategy (2024-30) |
| Looking Back: What we did between April-September 2025                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                        |
| Looking Forward: What                                                                    | Address issues around climate change and sustainability by:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                        |
|                                                                                          | <ul style="list-style-type: none"> <li>Launching the Sustainability and Climate Change strategy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                        |

| we will do in 2026-27                                                            | <ul style="list-style-type: none"> <li>• Publishing the Council's Climate Change Adaptation Plan.</li> <li>• Implementing the actions from the biodiversity strategy 2024-30.</li> <li>• Supporting the continued implementation of new Electric Vehicle (EV) charging points.</li> <li>• Undertaking the annual assessment of the Council's carbon footprint and renewable energy output.</li> <li>• Continuing to implement the Council's fleet replacement programme.</li> <li>• Continuing to implement the Active Travel Masterplan.</li> </ul> |                |                     |              |                          |                              |
|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------|--------------|--------------------------|------------------------------|
| How we will measure success                                                      | 2022-23 Actual                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2023-24 Actual | 2024-25 Actual      | Status Trend | Q1/Q2 2025-26 Actual     | 2026-27 Target               |
| Carbon footprint of Council estate                                               | New measure – Being established                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                     | -            | 5,246 tCO <sub>2</sub> e | <b>50% reduction by 2040</b> |
| Energy Consumption baseline:                                                     | New measure – Being established                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                     | -            | <b>No Target Set*</b>    |                              |
| Electricity                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                     |              |                          |                              |
| Mains Gas                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                     |              |                          |                              |
| Heating Oil (Kerosene)                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                     |              |                          |                              |
| Fleet Use (Diesel)                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                     |              |                          |                              |
| Fleet Use (Unleaded Petrol)                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                     |              |                          |                              |
| Renewable energy generation                                                      | New measure – Being established                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                     | -            | 154,684 kWh              | <b>No Target Set*</b>        |
| Percentage of Council fleet younger than 8 years                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 75%            | 79% (Target: 85%)   |              | 76%                      | <b>75%</b>                   |
| Number of vehicles within the Council fleet that have an alternative fuel source |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1              | 1 (Target: 10)      |              | 1                        | <b>16</b>                    |
| Number of trees planted on Council managed estate                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2,800          | 257 (Target: 2,800) |              | 89                       | <b>2,800</b>                 |
| Number of Council supported EV charging points                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 20             | 0 (Target: 18)      |              | 0                        | <b>12</b>                    |
| <b>What you will see by March 2027</b>                                           | <ul style="list-style-type: none"> <li>• Publication of the Council's Climate Change and Sustainable Development strategy.</li> <li>• Publication of the Council's Climate Change Adaptation Plan.</li> </ul>                                                                                                                                                                                                                                                                                                                                        |                |                     |              |                          |                              |

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |            |            |                |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|----------------|
|                                | <ul style="list-style-type: none"> <li>Continued implementation of the Newry, Mourne and Down Biodiversity Strategy (2024-2030).</li> <li>2,800 new trees planted.</li> <li>Annual Carbon footprint reported for Council estate.</li> <li>Annual Renewable energy reported for Council estate.</li> <li>Annual Energy consumption reported for Council estate.</li> <li>Reduction in vehicle emissions from Council fleet.</li> <li>New electric vehicles operating within Council fleet.</li> </ul> |            |            |                |
| <b>Alignment</b>               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |            |            |                |
| Corporate Plan 2024-27         | <ul style="list-style-type: none"> <li>Protect and enhance our environment to secure a sustainable future</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                 |            |            |                |
| Community Plan                 | <ul style="list-style-type: none"> <li>All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment</li> </ul>                                                                                                                                                                                                                                                                                                                                                   |            |            |                |
| Draft Programme for Government | <ul style="list-style-type: none"> <li>Protecting Lough Neagh and the Environment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                         |            |            |                |
| 7 aspects of improvement       | Strategic Effectiveness                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Efficiency | Innovation | Sustainability |
| <b>Responsible Officer</b>     | <b>Director: Sustainability and Environment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |            |            |                |

\*Further detail in relation to these measures will be established once the Sustainability and Climate Change Strategy has been agreed and published and an associated action plan developed.

## Performance Improvement Objective 5

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

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |                                                                                                |  |                                                                                                                          |  |                                                                                                                           |  |                                                                                                                                                                 |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------|--|---------------------------------------------------------------------------------------------------------------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Why this matters</b>                                          | <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. 72% of respondents to our 2025-26 survey also agreed with this objective.</p> <p>The new portal, which launched in December 2022, allowing customers to submit applications online and track live planning applications, is now fully operational and amendments and changes remain ongoing as per agreed structures.</p> <p>Work continues on the Planning Improvement Programme and following discussions with SOLACE and DFI, the programme has been reviewed for 2025-26 and a new work programme is in place.</p> <p>Staff retention and recruitment remain challenging, however as of January 2026 all vacant posts have been filled. Additionally, as part of the Performance Improvement Programme two Higher Level Apprenticeship officers commenced employment in January 2026. Performance against the statutory targets still remains a challenge and continues to be reviewed by SMT and SPR Committees.</p> |  |                                                                                                |  |                                                                                                                          |  |                                                                                                                           |  |                                                                                                                                                                 |
| <b>Looking Back:</b><br>What we did between April-September 2025 | <table> <tr> <td data-bbox="432 1200 512 1272"></td><td data-bbox="512 1200 1445 1272">72.5% of enforcement cases concluded within 39 weeks which exceeds the statutory target of 70%</td></tr> <tr> <td data-bbox="432 1272 512 1344"></td><td data-bbox="512 1272 1445 1344">Average processing time of 44.6 weeks for local planning applications, which is above the regional average of 19.4 weeks</td></tr> <tr> <td data-bbox="432 1344 512 1415"></td><td data-bbox="512 1344 1445 1415">Average processing time of 54.4 weeks for major planning applications, which is above the regional average of 34.0 weeks.</td></tr> <tr> <td data-bbox="432 1415 512 1525"></td><td data-bbox="512 1415 1445 1525">Received 583 local planning applications, which is the second highest across Northern Ireland and accounts for 12% of all the applications received regionally.</td></tr> </table>                                                                                                                                                                                                                                                                                                                                              |  | 72.5% of enforcement cases concluded within 39 weeks which exceeds the statutory target of 70% |  | Average processing time of 44.6 weeks for local planning applications, which is above the regional average of 19.4 weeks |  | Average processing time of 54.4 weeks for major planning applications, which is above the regional average of 34.0 weeks. |  | Received 583 local planning applications, which is the second highest across Northern Ireland and accounts for 12% of all the applications received regionally. |
|                                                                  | 72.5% of enforcement cases concluded within 39 weeks which exceeds the statutory target of 70%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |                                                                                                |  |                                                                                                                          |  |                                                                                                                           |  |                                                                                                                                                                 |
|                                                                  | Average processing time of 44.6 weeks for local planning applications, which is above the regional average of 19.4 weeks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |                                                                                                |  |                                                                                                                          |  |                                                                                                                           |  |                                                                                                                                                                 |
|                                                                  | Average processing time of 54.4 weeks for major planning applications, which is above the regional average of 34.0 weeks.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |                                                                                                |  |                                                                                                                          |  |                                                                                                                           |  |                                                                                                                                                                 |
|                                                                  | Received 583 local planning applications, which is the second highest across Northern Ireland and accounts for 12% of all the applications received regionally.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |                                                                                                |  |                                                                                                                          |  |                                                                                                                           |  |                                                                                                                                                                 |
| <b>Looking Forward:</b><br>What we will do in 2026-27            | <ul style="list-style-type: none"> <li>• Reduce the number of live planning applications and enforcement cases which have been in the system for over 12 months.</li> <li>• Ongoing work with agents and architects to improve the standard of planning applications submitted.</li> <li>• Support employees to deliver service improvements through ongoing training, capacity building and 'planning surgeries'.</li> <li>• Review and consult on representations made during the consultation period after the launch of the Draft Plan Strategy.</li> <li>• Explore the development of a training programme for staff and members in collaboration with the Department of Infrastructure (DfI) as part of the Council's performance improvement programme for planning.</li> <li>• Review Council's Enforcement Strategy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                            |  |                                                                                                |  |                                                                                                                          |  |                                                                                                                           |  |                                                                                                                                                                 |

| How we will measure success                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2022-23<br>Actual    | 2023-24<br>Actual | 2024-25<br>Actual           | Status<br>Trend                                                                                                                                                             | Q1/Q2<br>2025-26<br>Actual | 2026-27<br>Target   |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------|
| Average processing time for local planning applications (weeks)       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 21.6                 | 33.7              | 45.2<br>(Target: <15 weeks) | <br>  | 44.6 weeks                 | <b>&lt;15 weeks</b> |
| Average processing time of major planning applications (weeks)        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 89.0                 | 154.8             | 29.6<br>(Target: <30 weeks) | <br>  | 54.4 weeks                 | <b>&lt;30 weeks</b> |
| Percentage of planning enforcement cases progressed within 39 weeks   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 58.6%                | 60.0%             | 47.6%<br>(Target: 70%)      | <br>  | 72.5%                      | <b>70%</b>          |
| Number of planning applications in the system for 12 months or more** |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 228                  | 352               | 408<br>(Target: 150)        | <br>  | 516                        | <b>150</b>          |
| Number of planning applications in the system for 12 months or less** |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 934                  | 1,154             | 1,118<br>(Target: 700)      | <br>  | 1,021                      | <b>700</b>          |
| Number of enforcement cases in the system 12 months or more**         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 503                  | 599               | 574<br>(Target: 450)        | <br> | 641                        | <b>450</b>          |
| What you will see by March 2027                                       | <ul style="list-style-type: none"><li>• A more efficient and effective planning service.</li><li>• Improved processing times for local and major planning applications.</li><li>• Improved processing times for planning enforcement cases.</li><li>• Reduction in the number of live planning applications and enforcement cases in the system.</li><li>• An empowered and motivated workforce.</li><li>• Increased confidence in the Planning system.</li><li>• Sustainable development and regeneration of the District.</li><li>• A review of representations made during the consultation period for the Draft Plan Strategy.</li><li>• A training course developed for Council staff and members in collaboration with DfI.</li><li>• Council's enforcement strategy reviewed.</li></ul> |                      |                   |                             |                                                                                                                                                                             |                            |                     |
| Alignment                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |                   |                             |                                                                                                                                                                             |                            |                     |
| Corporate Plan 2024-27                                                | <ul style="list-style-type: none"><li>• Deliver sustainable services</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                      |                   |                             |                                                                                                                                                                             |                            |                     |
| Community Plan                                                        | <ul style="list-style-type: none"><li>• All people in Newry, Mourne and Down benefit from prosperous communities</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                      |                   |                             |                                                                                                                                                                             |                            |                     |
| Programme for Government                                              | <ul style="list-style-type: none"><li>• Provide More Social, Affordable and Sustainable Housing</li><li>• Reform and Transformation of Public Services</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                      |                   |                             |                                                                                                                                                                             |                            |                     |
| 7 aspects of improvement                                              | Strategic effectiveness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Service availability | Sustainability    |                             | Efficiency                                                                                                                                                                  |                            |                     |
| Responsible Officer                                                   | Director: Economy, Regeneration and Tourism                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                      |                   |                             |                                                                                                                                                                             |                            |                     |

\*Annual planning figures will be validated by the Department for Infrastructure and published through the Annual Report 2025-26.

\*\*The 2026-27 targets have been carried forward from 2025-26 and will be reviewed prior to the publication of the Performance Improvement Plan 2026-27, in June 2026.

## Strategic Alignment

| <b>Performance Improvement Objective</b>                                                                                                           | <b>Corporate Objective(s)</b>                                      | <b>Community Planning Outcome(s)</b>                                                                                                                 | <b>Duty of Improvement</b>                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| We will support the health and wellbeing of local people by improving our leisure facilities and services                                          | Improve the health and wellbeing of everyone in the District       | All people in Newry, Mourne and Down enjoy good health and wellbeing<br><br>All people in Newry, Mourne and Down benefit from prosperous communities | Strategic effectiveness<br>Service quality<br>Service availability<br>Fairness   |
| We will contribute to growing the economy by supporting business growth, job creation and pathways to employment                                   | Support the continued growth and development of our local economy  | All people from Newry, Mourne and Down benefit from prosperous communities                                                                           | Strategic effectiveness<br>Service quality<br>Service availability<br>Innovation |
| We will improve the cleanliness of our District by continuing to promote recycling and addressing littering, fly tipping and dog fouling incidents | Protect and enhance our environment to secure a sustainable future | All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment                                                     | Strategic effectiveness<br>Service availability<br>Innovation<br>Sustainability  |
| We will improve our sustainability and reduce our impacts in relation to climate change                                                            | Protect and enhance our environment to secure a sustainable future | All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment                                                     | Strategic Effectiveness<br>Efficiency<br>Innovation<br>Sustainability            |
| We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme     | Deliver sustainable services                                       | All people in Newry, Mourne and Down benefit from prosperous communities                                                                             | Strategic effectiveness<br>Service availability<br>Sustainability<br>Efficiency  |

## Consultation on the draft Performance Improvement Objectives 2026-27

|                         |                                             |  |
|-------------------------|---------------------------------------------|--|
| <b>I am responding:</b> | as an individual                            |  |
|                         | on behalf of an organisation (please state) |  |

### Question 1

**Which consultation group do you belong to?** *Please tick all that apply.*

|                              |                          |
|------------------------------|--------------------------|
| Resident                     | <input type="checkbox"/> |
| Elected Member               | <input type="checkbox"/> |
| Local Business               | <input type="checkbox"/> |
| Local Community Organisation | <input type="checkbox"/> |
| Local Voluntary Organisation | <input type="checkbox"/> |
| Statutory Organisation       | <input type="checkbox"/> |
| Other                        | <input type="checkbox"/> |

If other, please provide further information below.

|  |
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|  |
|--|

### Question 2

**Do you agree that the draft Performance Improvement Objectives are appropriate for our District?**

| Performance Improvement Objective 1                                                                              | Agree | Disagree |
|------------------------------------------------------------------------------------------------------------------|-------|----------|
| We will support the health and wellbeing of local people by improving our leisure facilities and services        |       |          |
| <b>Comments:</b>                                                                                                 |       |          |
|                                                                                                                  |       |          |
| Performance Improvement Objective 2                                                                              | Agree | Disagree |
| We will contribute to growing the economy by supporting business growth, job creation and pathways to employment |       |          |
| <b>Comments:</b>                                                                                                 |       |          |
|                                                                                                                  |       |          |
| Performance Improvement Objective 3                                                                              | Agree | Disagree |

|                                                                                                                                                    |              |                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|
| We will improve the cleanliness of our District by continuing to promote recycling and addressing littering, fly tipping and dog fouling incidents |              |                 |
| <b>Comments:</b>                                                                                                                                   |              |                 |
| <b>Performance Improvement Objective 4</b>                                                                                                         | <b>Agree</b> | <b>Disagree</b> |
| We will improve our sustainability and reduce our impacts in relation to climate change                                                            |              |                 |
| <b>Comments:</b>                                                                                                                                   |              |                 |
| <b>Performance Improvement Objective 5</b>                                                                                                         | <b>Agree</b> | <b>Disagree</b> |
| We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme     |              |                 |
| <b>Comments:</b>                                                                                                                                   |              |                 |

### Question 3

**Would you suggest any alternative Performance Improvement Objective(s), 'supporting actions' and 'measures of success'?**

|  |
|--|
|  |
|--|

### Question 4

**Which of the areas outlined below would you like to see Newry, Mourne and Down District Council make improvements to in the future? (please tick 3 areas)**

| Area                          |  |
|-------------------------------|--|
| Arts Centres and Museums      |  |
| Building Control              |  |
| Car Parking                   |  |
| Cemeteries                    |  |
| Cleansing Service             |  |
| Community Services/Centres    |  |
| Council Parks and Open Spaces |  |

|                                                                          |  |
|--------------------------------------------------------------------------|--|
| Council Website                                                          |  |
| Economic Development (Programmes to support the economy)                 |  |
| Environmental Health                                                     |  |
| Grants, Procurement and Finance                                          |  |
| Harbours and Marinas                                                     |  |
| Leisure Centres                                                          |  |
| Licensing (dogs, gaming, entertainment etc)                              |  |
| Planning                                                                 |  |
| Play Parks                                                               |  |
| Recycling                                                                |  |
| Bin Collection                                                           |  |
| Registration Services (Births, Deaths, Marriages and Civil Partnerships) |  |
| Tourism Events                                                           |  |
| Visitor Attractions                                                      |  |
| Visitor Information Centres                                              |  |
| Other Services (please specify)                                          |  |

**What specific improvements would you like Newry, Mourne and Down District Council to make in future years?**

Completed questionnaires or comments should be submitted by **17 April 2026** to:

**Email:** [performance@nmandd.org](mailto:performance@nmandd.org)

**In Writing:** Performance and Improvement  
Newry, Mourne and Down District Council  
O'Hagan House  
Monaghan Row  
Newry  
Co Down  
BT35 8DJ

**Telephone:** 0330 137 4000

**Thank you for taking the time to respond to this questionnaire.**

**We look forward to hearing from you.**

## Overall approach and timetable to develop and publish the Performance Improvement Plan 2026-27

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| 1   | Development of the Performance Improvement Plan 2026-27                                                                                                                                                                                                                                                                                    | Timetable                                                                            |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 1.1 | Review baseline evidence to support the development of the Performance Improvement Plan, including a review of existing performance management arrangements across the organisation                                                                                                                                                        | Nov - Dec 2025                                                                       |
| 1.2 | Develop and update the performance improvement objectives, supporting actions and measures of success, ensuring alignment to the seven criteria outlined in the legislation, as well as the Community Plan, Corporate Plan and other key strategies. Prepare Delivery Plans for each objective.                                            | Dec 2025 - Jan 2026                                                                  |
| 1.3 | Consider and agree the: <ul style="list-style-type: none"> <li>Draft performance improvement objectives 2026-27, supporting actions, measures of success</li> <li>Overall approach and timetable for developing and publishing the Performance Improvement Plan 2026-27, ensuring compliance with the statutory Duty to Improve</li> </ul> | CMT: Feb 2026<br>SMT: Feb 2026<br>SPR: Feb 2026<br>Council: Mar 2026<br>AC: May 2026 |
| 1.4 | Carry out an equality screening and rural needs impact assessment of the draft performance improvement objectives 2026-27                                                                                                                                                                                                                  | Jan 2026                                                                             |
| 2   | Consultation on the draft Performance Improvement Objectives 2026-27                                                                                                                                                                                                                                                                       | Timetable                                                                            |
| 2.1 | The proposed 9 week consultation timetable with key stakeholders will consist of the following elements:                                                                                                                                                                                                                                   |                                                                                      |
| 2.2 | Consultation Section, Council website – Electronic survey published on the Council's website in the consultations section, promoted through the Council website and social media channels, and circulated to internal and external stakeholders                                                                                            | 13 Feb-17 Apr 2026                                                                   |
| 2.3 | Public Advertisements in local newspapers                                                                                                                                                                                                                                                                                                  | W/B 16 Feb 2026                                                                      |
| 2.4 | Consultation and engagement on the draft performance improvement objectives 2026-27 with: <ul style="list-style-type: none"> <li>Section 75 groups, including Youth Councils, Older People's Forum, Cedar Foundation and District Electoral Area Fora</li> </ul>                                                                           | 13 Feb-17 Apr 2026                                                                   |
| 2.5 | Analyse feedback from consultation and engagement activity, and propose amendments to the performance improvement objectives, supporting actions and measures of success where appropriate                                                                                                                                                 | Apr 2026                                                                             |
| 3   | Design, approval and publication of the Performance Improvement Plan 2026-27                                                                                                                                                                                                                                                               | Timetable                                                                            |
| 3.1 | Finalise the Performance Improvement Plan 2026-27                                                                                                                                                                                                                                                                                          | Apr 2026                                                                             |
|     | Carry out an equality screening and rural needs impact assessment of the Performance Improvement Plan 2026-27                                                                                                                                                                                                                              | Apr 2026                                                                             |

## Overall approach and timetable to develop and publish the Performance Improvement Plan 2026-27

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|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                      |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 3.3      | Consider the Performance Improvement Plan 2026-27, with proposed amendments following the consultation process                                                                                                                                                                                                                                                                                                                                                                                                                                 | SMT: May 2026<br>CMT: May 2026<br>SPR: May 2026<br>Council: Jun 2026<br>AC: Jul 2026 |
| 33.4     | Publish the Performance Improvement Plan on the Council's website and social media channels                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Jun 2026 (before statutory deadline of 30 June)                                      |
| 3.5      | Develop, translate into Irish (in line with Bilingualism Policy) and publish the summary performance document – 'Our Performance: Looking Back, Going Forward'                                                                                                                                                                                                                                                                                                                                                                                 | Aug 2026                                                                             |
| <b>4</b> | <b>Implementation of the Performance Improvement Plan 2026-27</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Timetable</b>                                                                     |
| 4.1      | Publish the annual Assessment of Performance 2025-26, in line with statutory requirements                                                                                                                                                                                                                                                                                                                                                                                                                                                      | SMT: Aug 2026<br>SPR: Aug 2026<br>Council: Sep 2026<br>AC: Oct 2026                  |
| 4.2      | Monitor and report progress in implementing the Performance Improvement Plan 2026-27 through the Mid Year Assessment                                                                                                                                                                                                                                                                                                                                                                                                                           | SMT: Nov 2026<br>SPR: Nov 2026<br>Council: Dec 2026<br>AC: Jan 2027                  |
| <b>5</b> | <b>Improvement Audit and Assessment 2026-27</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Timetable</b>                                                                     |
| 5.1      | NI Audit Office carry out the annual Improvement Audit and Assessment to ascertain if the Council has fulfilled its statutory duty of performance improvement. This will include: <ul style="list-style-type: none"> <li>A forward looking assessment of the Councils likelihood to comply with its duty to make arrangements to secure continuous improvement</li> <li>A retrospective assessment of whether the Council has achieved its planned improvements to inform a view regarding the Councils track record of improvement</li> </ul> | Aug-Nov 2026                                                                         |
| 5.2      | The NI Audit Office issue the S95 report, outlining the findings from the Improvement Audit and Assessment, which includes proposals for improvement to assist the Council in fulfilling its performance responsibilities in future years                                                                                                                                                                                                                                                                                                      | Final report: 30 Nov 2026<br>Publication of report: Feb 2027                         |

**Overall approach and timetable to develop and publish the Performance Improvement Plan  
2026-27**

|     |                                                          |                                                                     |
|-----|----------------------------------------------------------|---------------------------------------------------------------------|
| 5.3 | Consider the s95 Improvement Audit and Assessment Report | SMT: Dec 2026<br>SPR: Dec 2026<br>Council: Jan 2027<br>AC: Jan 2027 |
|-----|----------------------------------------------------------|---------------------------------------------------------------------|