

June 12th, 2019

Notice Of Meeting

You are requested to attend the meeting to be held on **Thursday, 13th June 2019** at **5:00 pm** in **Mourne Room, Civic Centre Downpatrick**

The Members of the Strategy Policy and Resources Committee are:-

Chair: Councillor M Savage

Vice Chair: Councillor P Brown

Members:

Councillor R Burgess

Councillor P Byrne

Councillor S Doran

Councillor H Gallagher

Councillor O Hanlon

Councillor R Howell

Councillor A Lewis

Councillor C Mason

Councillor R Mulgrew

Councillor B Ó Muirí

Councillor G Sharvin

Councillor J Tinnelly

Councillor W Walker

Agenda

1.0 Apologies & Chairperson's Remarks


2.0 Declarations of Interest

3.0 To agree starting time for Strategy, Policy & Resources Committee Meetings

 *SPR Committee Dates 2019-20.pdf*

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4.0 Action Sheet arising from SPR Committee Meeting held on 14 March 2019

 *SPR-14032019 - Action Sheet.pdf*

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Community Planning and Performance

5.0 Participatory Budgeting: Facilitation of future Community Planning initiatives

 *PB facilitation - 13 June 2019 (002).pdf*

Page 8

 *NMD Communities Leading Change - SCREEN.pdf*

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6.0 Community Planning Governance Structures

 *CPP structures june 2019 SPR.pdf*

Page 27

Performance

7.0 Chief Executive's Department and Corporate Services Directorate Business Plans

 *SPR Cover Report Business Plans.pdf*

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 *Appendix 1 Chief Executive's Departmental Annual Business Plan Review 2018-19.pdf*

Page 32

 *Appendix 2 Corporate Services Annual Assessment Bus. Plan 18.19.pdf*

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 *Appendix 3 Chief Executive's Departmental Business Plan 2019-20.pdf*

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 *Appendix 4 - April 2019 - CS Annual Business Plan 2019-20.pdf*

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8.0 Performance Improvement Plan 2019-20



 <i>SPR Cover Report PIP 2019-20.pdf</i>	<i>Page 76</i>
 <i>Appendix 1 Performance Improvement Plan 2019-20.pdf</i>	<i>Page 79</i>
 <i>Appendix 2 Consultation and Engagement Report 2019-20.pdf</i>	<i>Page 115</i>
 <i>Appendix 3 Objective Delivery Plans 2019-20.pdf</i>	<i>Page 129</i>

9.0 Performance Audit and Assessments - Proposals for Improvement Progress Report 2018-19




 <i>SPR Cover Report Performance Audit and Assessment Proposals for Improvement.pdf</i>	<i>Page 154</i>
 <i>Appendix 1 Proposals for Improvement Progress Report.pdf</i>	<i>Page 157</i>

Corporate Planning and Policy



10.0 Section 75 Policy Screening Report – Quarterly Report for period January – March 2019

 <i>Report on Section 75 Policy Screening Report - Quarterly Report for period January - March 2019.pdf</i>	<i>Page 170</i>
 <i>Appendix I Quarterly Screening Report January - March 2019.pdf</i>	<i>Page 172</i>





11.0 Rural Needs Annual Monitoring Report for period 1st April 2018 – 31st March 2019

 <i>Statutory reporting - Rural Needs Annual Monitoring Report for period 1 April 18 - 31 March 2019.pdf</i>	<i>Page 175</i>
 <i>Appendix I - NMDDC annual report to DAERA on implementation of Rural Needs Act for period 1 April 2018 31 Marc.pdf</i>	<i>Page 177</i>
 <i>Appendix II - NMDDC corporate approach to implementation of the Rural Needs Act.pdf</i>	<i>Page 182</i>



12.0 Newry, Mourne and Down District Council Public Authority Statutory Equality and Good Relations Duties Annual Progress Report 2018-19

 <i>Report on NMDDC Public Authority Annual Progress Report 2018-19 for consideration at SPR meeting 13 June 2019.pdf</i>	<i>Page 183</i>
 <i>Appendix I - NMDDC Public Authority Statutory Equality and Good Relations Duties Annual Progress Report 2018-2019.pdf</i>	<i>Page 185</i>

13.0 Draft Access to Information Policy and Procedure



 <i>Draft Access to Information Report.pdf</i>	<i>Page 217</i>
 <i>Draft FOI-EIR-SAR Monitoring stats.pdf</i>	<i>Page 219</i>
 <i>Draft Access to Info Policy.pdf</i>	<i>Page 220</i>
 <i>Draft Access to Info Procedure.pdf</i>	<i>Page 223</i>

14.0 Request to purchase a strip of Council land at Mona View, Annalong

 <i>SPR Re request to purchase lands at Mona View Annalong.pdf</i>	<i>Page 253</i>
 <i>Map - Mona View Annalong.pdf</i>	<i>Page 255</i>

For Noting

15.0 Newry, Mourne and Down District Council's Annual Fair Employment Monitoring Return: 2 January 2018-1 January 2019

 <i>AMR Report 2 January 2018 - 1 January 2019.pdf</i>	<i>Page 256</i>
 <i>Completed AMR 01.01.19.pdf</i>	<i>Page 259</i>

16.0 Scheme of Delegation Report

 <i>Report to SPR - Scheme of Delegation.pdf</i>	<i>Page 271</i>
 <i>SCHEME OF DELEGATION - appendix.pdf</i>	<i>Page 273</i>

17.0 Delegated Authority decision taken by CEO during Election period - Request from Kerygma Choir

 <i>Report re Delegated Authority decision taken by CEO during Election period - Request from Kerygma Choir_.pdf</i>	<i>Page 276</i>
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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

18.0 Newry BID Debt Collection Officer

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any

particular person. The public may, by resolution, be excluded during this item of business

 *SPR - June 19 - Newry BID Debt Collection Officer.pdf*

Not included

19.0 Lease of land at Carrigenagh Road, Kilkeel by Ballyvea Football Club

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person. The public may, by resolution, be excluded during this item of business

 *SPR - June 2019 - Ballyvea FC (003).pdf*

Not included

20.0 Business Case for the Provision Media Monitoring Services for Council's Requirements

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person. The public may, by resolution, be excluded during this item of business

 *13.06.19 Agenda Item Media Monitoring Service.pdf*

Not included

 *13.06.19 Media Monitoring Service Short Form-30k-100k Business Case.pdf*

Not included

21.0 Business Case for Valuation Services

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person. The public may, by resolution, be excluded during this item of business

 *Scan from Xerox MFD.PDF*

Not included

22.0 Business Case to Extend Legal Advisor Post

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person. The public may, by resolution, be excluded during this item of business

 *SPRBusCase13062019.pdf*

Not included

23.0 Debt Write Off at 31st March 2019

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person. The public may, by resolution, be excluded during this item of business

 *SPR - Debt write off at 31.3.2019.pdf*

Not included

24.0 Moorhill Former Refuse Site - Expression of Interest

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person. The public may, by resolution, be excluded during this item of business

Report to SPR Jan 19 - Update on D1 Process.pdf

Not included

Mountaineering Ireland EOI to NMDDC - 2nd June 2019.pdf

Not included

25.0 Transfer of Portion of Land at Island Park, Newcastle

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person. The public may, by resolution, be excluded during this item of business

SPR - June 2018 - 71B Bryansford Road Newcastle.pdf

Not included

SPR - June 2019 - Map - Island Park Bryansford Road.pdf

Not included

26.0 Transfer of Portion of Land at Church Street Car Park, Downpatrick

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person. The public may, by resolution, be excluded during this item of business

SPR - June 2018 - Church Street Car park Downpatrick.pdf

Not included

SPR - June 2019 - Map - Church Street car-park.pdf

Not included

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

27.0 Management Accounts

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person. The public may, by resolution, be excluded during this item of business

Copy report to follow

Management accounts Report to SPR 13 June.dc.pdf

Not included

Management Accounts to SPR.pdf

Not included

28.0 Action Sheet - Albert Basin Task & Finish Group 12 March 2019

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person. The public may, by resolution, be excluded during this item of business

 *Action Sheet 12th March 19 Albert Basin Task & Finish Grp.pdf*


Not included

29.0 Rates Support Grant (RSG) Letter

This item is deemed to be restricted by virtue of para.3 of part 1 of schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of any particular person. The public may, by resolution, be excluded during this item of business

 *T Meharg 28.05.19 - Rate Support Grant - Closed Session.pdf*

Not included

 *Multiple Deprivation 2017 Report - Closed Session.pdf*

Not included

Invitees

Cllr Terry Andrews	terry.andrews@nmandd.org
Cllr Gregory Bain	gregory.bain@nmandd.org
Mr Alan Beggs	alan.beggs@nmandd.org
Cllr Patrick Brown	patrick.brown@nmandd.org
Cllr Robert Burgess	robert.burgess@nmandd.org
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Cllr John Trainor	john.trainor@nmandd.org
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Cllr William Walker	william.walker@nmandd.org
Mrs Marie Ward	marie.ward@nmandd.org

STRATEGY, POLICY AND RESOURCES COMMITTEE

Date	Time	Location
13 June 2019	5.00 pm	Mourne Room, Downshire Civic Centre
15 August 2019 (Newry Offices closed)	5.00 pm	Mourne Room, Downshire Civic Centre
12 September 2019	5.00 pm	Mourne Room, Downshire Civic Centre
17 October 2019	5.00 pm	Mourne Room, Downshire Civic Centre
14 November 2019	5.00 pm	Mourne Room, Downshire Civic Centre
12 December 2019	5.00 pm	Mourne Room, Downshire Civic Centre
16 January 2020	5.00 pm	Mourne Room, Downshire Civic Centre
13 February 2020	5.00 pm	Mourne Room, Downshire Civic Centre
12 March 2020	5.00 pm	Mourne Room, Downshire Civic Centre
16 April 2020	5.00 pm	Mourne Room, Downshire Civic Centre
14 May 2020	5.00 pm	Mourne Room, Downshire Civic Centre

ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 17 NOVEMBER 2016 – ITEMS STILL IN PROGRESS OR ON-GOING.

SPR/282/2016	Correspondence from the Department for Communities Regeneration Bill	Council to write to the Minister for Communities asking him to reconsider the decision not to progress the Regeneration Bill.	L Hannaway	To be completed once a Minister for Communities is in place.	N
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ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 15 NOVEMBER 2018 – ITEMS STILL IN PROGRESS OR ON-GOING.

SPR/149/2018	Presentation from Department for Communities	It was agreed that officers would draw up a policy statement on submission of proposals to the Department and this to be brought back to a future Committee Meeting for Members' consideration.	F O'Connor	Following the meeting clarification was requested from DFI on any proposed changes to Departmental policy in this area. A response was received from DFI on 04/01/19 indicating that "The Department is currently considering the matter of the review of the disposal of council lands policy." This matter will be kept under review and the Committee updated when progress is indicated.	N
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ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 14 MARCH 2019

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet
SPR/044/2019	Action Sheet of SPR Meeting held on 1 February 2019	It was agreed that the Action Sheet be noted and actions removed as marked	D Services	Noted	Y
SPR/045/2019	Committee Terms of Reference.	It was agreed to adopt the proposed changes as detailed in the attachments to the report.	J McGilly	Noted	Y
SPR/046/2019	Development Trust NI Public Social Partnership Project.	It was agreed that Council partner with DTNI to progress this initiative. It was also agreed that Officers from Community Planning, Community Engagement and Economic Development engage with DTNI via the steering group.	J McGilly	Report to be brought to future meeting with update	Y
SPR/047/2019	Four Year Review of Councillor's Equality and Good Relations Reference Group for Period 2015-2019	It was agreed to note the contents of the report and accept the recommendation that the next meeting of the Councillor's Equality and Good Relations Reference Group be held in June 2019 to determine its role and remit going forward during the new term of Council.	C Moffett	Noted	Y

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/048/2019	NAC Payment 2019	It was agreed to note the contents of the report in relation to Council's annual subscription to the National Association of Councillors.	D Services	Noted	Y
ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2014					
SPR/049/2019	Business Case for the Provision of Advertising Agency Services for the Council's Statutory Advertising Requirements	It was agreed to proceed with Option 2 as detailed in the circulated Business Case to appoint through a tender process, an advertising agency supplier to undertake the requirements of Council in relation to statutory advertising.	V Keegan	Noted	Y
SPR/050/2019	Replacement Planning IT System	It was agreed to endorse the proposal for a new regional Planning IT System, as described in the officer's report.	A McKay	Noted	Y
SPR/051/2019	NI Public Services Ombudsman complaint.	It was agreed to accept the recommendations, as outlined in paragraph 1.1 of the officer's report, including the £800 consolatory payment.	A McKay	Noted	Y

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/052/2019	Civic Centre Regeneration (CCR) Theatre/Conference Project – DFI Rivers Agreement	It was agreed to note the contents of the report and approve the recommendations as per paragraph 3.1 of the officer's report to enter into a legal agreement with DFI Rivers, whereby flood alleviation works required for the Theatre/Conference location be incorporated into Councils project.	A Grimshaw	Noted	Y
SPR/053/2019	Civic Centre Regeneration (CCR) Theatre/Conference Project – ICT Appointment	It was agreed to note the contents of the report and approve the recommendations as per paragraph 3.1 of the officers report, to approve entering into a contract with the successful Integrated Consultant Team for the Theatre/Conference project at a cost detailed in the officers report and enter into a contract with the successful Integrated Consultant Team for the Civic Hub/Regeneration project at a cost detailed in the officers report.	A Grimshaw	Noted	Y
SPR/054/2019	Gerry Brown Park	It was agreed to approve the lease of Gerry Brown Park to DFI, under licence, to facilitate site investigation works and to dispose of the asset through the vesting process to facilitate the construction of the Southern Relief Road.	C Mallon	Agreed	Y
SPR/055/2019	Repayment of Grant Funding in Respect of the Big Screen in Newry	It was agreed to approve the recommendation as per paragraph 3.1 of the officer's report, to approve repayment of £23,192.99 that was allocated to the Big Screen in Newry to Department for Communities, as the expenditure had been deemed irregular by the Department.	D Carville	Noted	Y

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/056/2019	Disposal of Surplus Assets	<p>It was agreed to approve the release of the following assets to the public sector through the D1 process:</p> <ul style="list-style-type: none"> NM123 – Kilkeel Town Hall NM219 – Newry Sports Centre NM062 – Malachy Conlon Park, Cullaville <p>Also agreed that Members accept the expression of interest from Southern Health and Social Care Trust for car parking on a portion of land within the Daisy Hill Nurseries site as indicated on the circulated map and to proceed with the open market sale for the remainder of the site.</p>	C Mallon	Agreed	Y
SPR/057/2019	Industrial Relations Update	It was agreed to note the update provided within the officer's report and agree to extend the approval to provide dedicated Trade Union, HR and Payroll resources to the project as previously outlined, including the necessary backfill where required.	C Miskelly	Noted	Y
SPR/058/2019	Request for Annual Leave carry over for the Chief Executive	It was agreed to approve the request for annual leave carry over of the Chief Executive up to a maximum of 10 days into the next financial year.	D Carville	Noted	Y
SPR/059/2019	Correspondence received from Department for Communities – Rate Support Grant (RSG)	It was agreed to note the correspondence received from Department for Communities regarding Rates Support Grant (RSG) Overpayments for the period 1 April 2015 to 31 March 2018.	D Carville	Noted	Y
SPR/060/2019	Albert Basin Action Sheet	It was agreed to note the action sheet	C Mallon	Noted	Y

SPR/061/2019	Efficiency Working Group Action Sheet	It was agreed to note the action sheet	D Carville	Noted	Y
SPR/062/2019	Strategic Projects Working Group Action Sheet	It was agreed to note the action sheet	D Carville	Noted	Y
SPR/063/2019	Dorinnia Carville to sit as Independent Member of the Audit Committee of Tourism NI in a Voluntary Capacity	It was agreed to permit Mrs Dorinnia Carville to sit as Independent Member of the Audit Committee of Tourism NI in a voluntary capacity.	D Carville	Noted	Y

Report to:	NMDDC Strategic Policy and Resources Committee
Date of Meeting:	13 June 2019
Subject:	Participatory Budgeting: Facilitation of future Community Planning initiatives
Reporting Officer (Including Job Title):	Jonathan McGilly - Assistant Director: Community Planning & Performance (Acting)
Contact Officer (Including Job Title):	David Patterson, Head of Community Planning

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

For decision	X	For noting only	
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1.0	Purpose and Background
1.1	<p>The purpose of this report is to inform Members of the use of Participatory Budgeting (PB) as a Community Planning initiative in Newry, Mourne and Down to date and to seek support for continued development of PB as a valuable means of extending community engagement, community decision making and enhancing local democracy.</p> <p>During 2018/19 Council and Community Planning partners successfully organised two 'Communities Leading Change' PB events: one DEA event in the Mourne, held in Kilkeel; one District-wide 'Youth Leading Change' event held online, with presentation of awards in Newry.</p> <p>Attracting proposals from 36 groups and providing a total of £10,000 funding (sourced from 6 partners) to 21 groups, with over 5000 online votes these PB pilot projects were highly successful in engaging local groups in determining local funding priorities. See Appendix 1: CLC Report for further detail.</p> <p>PB enables communities to have a direct say in allocating small-scale funds to address issues of local importance. The open and transparent process of decision making enables local groups to find out about needs, issues and other groups in their area or to find out about others' priorities beyond their own concerns and interests. PB promotes learning, understanding and improved links within and between communities. As such, PB has the potential to become an important method of engaging communities in Community Planning, in particular low capacity and hard to reach groups that experience social exclusion, and those that are less likely to attempt more complex funding applications. Enabling communities to decide directly on allocation of small-scale funding to projects is an effective means of including disadvantaged groups in the community planning process.</p> <p>Experience of PB Grant Making shows that PB processes where well designed and managed will be supported unanimously across those attending, including those who may not have been successful, with the obvious transparency and level of involvement counting for a great</p>

	deal. The can also be a great deal of fun! This is where the building of engagement, of mutual understanding and respect, and the enhancement of local democracy can be clearly demonstrated.
2.0	Key issues
2.1	<p>The successful delivery of the 2018/19 PB pilot events was highly dependent on very substantial administrative work to support funded groups' financial claims, in particular when working with hard to reach / low capacity groups unfamiliar with requirements to vouch all expenditure. With Council acting as the banker for all Community Planning partners verification of claims operated within then current Financial Assistance policy. This policy has now been revised (March 2019) with a focus on assessing the real Outcomes of projects, and reduction of the excessive administrative burden placed on groups and Council staff in regard to vouching of expenditure, particularly for small grants of under £750.</p> <p>Fundamentally PB is a means of enabling communities to share information and to make decisions on local priorities. Funding matters of course, but it is the involvement of communities in decision making that is the most important element that PB brings to the development of Community Planning.</p> <p>Subject to participating public bodies' oversight of design, PB processes recognise the community making the decision as the accountable body. Groups receive support on condition that they report back to the accountable body on outcomes, within an agreed timeframe and on a clear and open basis. Experience shows that accountability in this truly public form is extremely effective in ensuring that supported groups do what they proposed (and often more!) and report back on outcomes in terms that are the most meaningful to people.</p> <p>With the primary objective of increasing involvement in democratic decision making and an Outcomes-based focus, in its purest form PB does not require detailed financial scrutiny. However, any funding allocation to groups will carry the risk of financial mismanagement. To enable the further development of PB in Newry, Mourne and Down it is important that Community Planning partners providing funds to a common pool, administered by Council, are assured that robust systems are in place to minimise risk.</p>
3.0	Implications for Council
3.1	<p>PB is more than a different way of allocating some elements of existing resources, as it presents an exceptional opportunity to develop greater involvement, often by more disadvantaged groups, in decision making and resource allocation. As such it is a mechanism for enhancing social justice and extending local democracy, in which the Council seeks to lead. Implementing PB projects requires consideration and training in good design and governance and the encouragement of other statutory partners to become involved. Extending involvement in decision making to local communities is not without challenges, particularly for other statutory partners with highly professionalised 'expert' cultures. To date Newry, Mourne and Down Council has been one of the pioneers of PB in Northern Ireland and other Councils/ Community Planning Partnerships are set to follow our lead. Council, as the local democratic body, needs to encourage others through demonstration to be part of this innovative development.</p>

4.0	Recommendations
4.1	<ul style="list-style-type: none"> • Council continues to facilitate the development of Participatory Budgeting (PB) with Community Planning partners as an innovative and effective method of community engagement and decision making • Vouching requirements for funded groups are risk assessed and applied in line with Council's Financial Assistance Policy, as revised in March 2019.
5.0	Resource implications
5.1	Further PB project actions will be undertaken within existing budget 2019/20 allocations for NMDDC Community Planning and Performance and AHC Community Engagement (£5,500) with the support of Community Planning partners' agreed contributions (£8,500) on a similar basis to 2018/19. Total resources: £14,000.
6.0	Equality and good relations implications
6.1	PB enables increased opportunity of low capacity and disadvantaged groups to access public funds and for their participation in deciding on allocation. Additionally it assists sharing of information on community activity across groups and can help to build new and positive relationships within and across communities.
7.0	Rural Proofing implications
7.1	Council is working with Community Planning partners to pilot further PB initiatives across DEAs. There are no specific rural proofing implications.
8.0	Appendices
	<ul style="list-style-type: none"> • Appendix I: CLC report

Communities Leading Change

Participatory Budgeting in
Newry, Mourne and Down



Communities Leading Change

In 2018, Newry, Mourne and Down Community Planning Partnership decided to implement Participatory Budgeting (PB) through the Communities Leading Change initiative, as a method of extending democracy and increasing civic engagement, by giving people in the district a say on allocating funding to address issues that matter most to them. For the first time citizens of Newry, Mourne and Down District took part in two Participatory Budgeting (PB) initiatives; Communities Leading Change in the Mournes and Youth Leading Change.

Our aim for both PB initiatives was to help people to lead and make real changes in their communities. Every group submitted a funding application and were invited to attend a community voting event to pitch their ideas for funding.

A total of over 5500 votes were cast on which projects the community wanted to see funded in their local area. Of the 30 Groups which participated across the district, 21 groups were

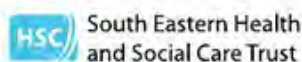
successful in receiving a share of £10,500 and we would like to showcase and celebrate their achievements through this short report.

This report complements two short films that were commissioned for the events in the Mournes DEA and the Youth Leading Change district wide youth event held in Newry.

They can be found at:

www.newrymouredown.org/communities-leading-change

Communities Leading Change Partners



Aims of the Project



Openness
Transparency
Fairness
Inclusion

Our Approach

The Communities Leading Change partners decided to pilot two completely different types of Participatory Budgeting initiatives to see which worked better and to learn from each type of event. The focus was on achieving the PB principals of openness, transparency, fairness and inclusion. We wanted to pilot voting online and in person, a small rural community with a district wide community. We wanted to target a demographic (youth) and

make it open. The Communities Leading Change partners decided the bigger area would get more funding as they anticipated that more community groups would apply. The only criteria on the expression of interest forms was that the projects would positively impact on the priority areas; Improving the area, mental health and emotional wellbeing, social isolation, and improving the lives of young people.

Mournes Leading Change	Youth Leading Change
 Non-Technical	 Technical
 All ages	 Young people
 Small, Rural Area	 District wide
 £3,000	 £7,500

The Mournes Story

The first event was a non-technical, localised event based in the Mournes DEA. Over 70 Mournes DEA residents voted at an event on 18 October 2018 in Newry Street Unite Community Centre, Kilkeel, in which nine projects pitched their ideas. Each person was given three votes which they had to use for 3 different projects. The votes were counted, and the following six projects were each awarded £500 funding:

- The Ladies of Mourne: Cultural Trip to Stormont
- MYMY: Updating their multipurpose and crisis room

- Advocacy VSV: Finishing their website and promotional leaflets
- Atticall: Youth Participation project
- ARK Community Gardens: Winter Market
- Newry Street Unite: Big Community Quiz.

Each of the projects tackled one or more of the three priority areas of rural isolation, mental health and emotional wellbeing, and improving the area.



The Youth Story

The second pilot, Youth Leading Change, saw 24 groups send in their project ideas in short videos. Each project benefitted youth in the district. These videos were uploaded online and the local communities were asked to vote for their top three favourite projects. Over 5000 votes were cast online. The successful projects were announced at a special awards ceremony hosted by Pamela Ballantine, on Saturday, 24 November in Newry's Canal Court Hotel. Representatives from almost all the organisations, which entered a project, attended and enjoyed an interactive event where everyone was able to view each other's project videos and have fun voting for best video, soundtrack and story.

15 groups were successful in their bids and were awarded £500 each:

- Autism Families, Newry, Therapy Tuesdays
- Bryansford Amateur Boxing Club, Newcastle, Stepping up BAB

- Carnagat Community Association, South Armagh, Cultural Workshop Project
- Clanrye Group, Newry, BASE project
- Cloughoge Primary School, Newry, Garden Gang-Urban Allotment Project
- Croabh Rua Camlocha Hurling Club, Bessbrook, Community Gym
- Downpatrick Scouts, Raising Our Camping Game;
- EA Social Inclusion Group, Newry, Inclusion Project
- Jason Benson Drama Collective, Rostrevor, Intergenerational Drama Project
- Mourne Heritage Trust, Annalong, Youth Path Team
- Shimna Stars Special Olympic Group, Castlewellan, Dodging the D Man
- St Oliver Plunkett Youth Club, Crossmaglen, The New Lease Project
- St Patricks Primary School, Newry, The Happy Hive
- Teconnaught Cross Community Pre-School, Downpatrick, Playhouse Project
- Upper Creggan Pantomime Group, Crossmaglen, Pantomime 'Ole King Cole'.



Some Facts and Figures

Communities Leading Change in the Mournes

- Engagement with 12 groups from the Mournes area
- 9 groups pitched their project ideas which benefitted one or more priority areas (Rural Isolation, Mental health and Emotional Wellbeing, Improving the area)
- 70+ residents voted
- 6 Groups awarded funding totalling £3000
- 2 unsuccessful groups applied for the second pilot - Youth Leading Change, in which one group received funding
- Mournes Promo video 1.5k views.



Some Facts and Figures

Youth Leading Change

- Engagement with 24 Youth groups from across the District
- 21 project ideas which benefit youth in the area were submitted online (video)
- Over 5000 votes cast
- Representation from almost all groups at event
- 120 Young people attended the awards event
- 15 groups awarded funding totalling £7500



Some Facts and Figures

Feedback from participants

Youth



of respondents agreed they found the process easy



of respondents agreed the process was worthwhile and they would likely do it again.

"The process was straightforward and fair. The event was entertaining and informative. It was great to see other group ideas and projects."

"Opportunity to see what groups are doing for the community"

The Mournes



of respondents agreed they found the process easy.



of respondents agreed the process was worthwhile and they would likely do it again.

"It was people driven - not decided by bureaucrats."

"Everyone given a chance to promote their group."

Successful groups



Advocacy VSV gained funding to design a new Website and fliers to promote this new charity that helps victims of sexual violence. Based in Newcastle. www.advocacyvsv.com



Bryansford Amateur Boxing Club gained funding for new equipment for their club. Now they are fighting fit and able to compete. The new equipment promotes good health through exercise.



MYMY gained funding to give their crisis room a facelift. 20 people got involved in helping with the painting and decorating of the room. Improvements have been made to make the room more inviting which encouraged more drop in sessions. The service users now feel the room is cleaner and of a higher standard. *"This has made a huge difference to the overall feel of the house and we are very grateful for the grant"*



Downpatrick Scouts gained funding for new hammocks. The scouts now have more options and have no need to sleep on the ground while camping.

What have they done so far?



The Ladies of Mourne used their funding to go on a cultural trip to Stormont. As you can see they looked like they had a great time!



Upper Creggan Pantomime Group

the children put on a pantomime called Ole King Cole which they enjoyed thoroughly. Friendships were made and confidence grew which positively impacted their health and wellbeing.



Cloughoge PS, Newry spent their funding on a gardening project. The children had great fun making their garden grow by planting flowers and vegetables in their new poly tunnel. Not only does this garden help the environment but it gives the children a new place to be relaxed and learn new skills.



Carnagat Youth Group organised and participated in a cultural event for their community which included Chinese dancing, Bollywood dancing and African drumming. The children learned about other cultures and traditions and developed skills in leadership, budgeting and communication.

What have we learned?



PB increases knowledge of groups in the area



PB gives the community a voice



PB gives the community confidence in applying for funding



The process is open and transparent

"The PB projects pilot was very worthwhile and enjoyable for those organisations involved in rolling it out. We approached it in an enabling frame of mind which helped us work positively together for our organisations & the groups. We were able to engage a good broad range of groups all of whom demonstrated a passion for and belief in their work. On the organising side of things, the use of video-conferencing saved valuable travel time which made the project more do-able for Voluntary sector groups. The groups were delighted with the awards they received."

Raymond Jackson, CCG

Challenges



Encouraging community to get involved with initial idea generation and co-design



Scaling up



Making it easier for groups to gain funding (accessibility)



Moving beyond PB as simply small-scale grant provision



Resourcing



Extending community's decision making on local budgets and service provision (long term)



Further engagement with groups

What's next?

The Communities Leading Change team are hoping to run this initiative in the coming year (2019) and develop the experience of PB with communities across Newry, Mourne and Down district over the next four years.

Our plans are to co-produce PB with communities all over the district, expand PB as an innovative and alternative option to current small grant schemes and fund even more projects.

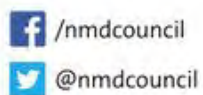
PB is an exciting, creative and fun way of engaging with communities to identify priorities and to enable people

to have a say in where funding can be best used in line with community needs.

To find out more about PB contact communityplanning@nmandd.org or keep an eye on the council's Facebook page [f /nmdcouncil](https://www.facebook.com/nmdcouncil)







Report to:	Strategic Policy and Resources Committee
Date of Meeting:	13 June 2019
Subject:	Community Planning – Governance structures
Reporting Officer (Including Job Title):	Liam Hannaway - CEO
Contact Officer (Including Job Title):	Jonathan McGilly – Assistant Director Community Planning and Performance (Acting)

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

For decision	<input type="checkbox"/>	*	<input type="checkbox"/>	For noting only	<input type="checkbox"/>
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1.0	Purpose and Background
1.1	<p>When the Community plan was developed and launched structures were agreed whereby the Community Planning Partnership (CPP) operated at a strategic level and below that thematic groups were established to deliver actions around the key areas of</p> <ol style="list-style-type: none"> 1. Economic Development and Tourism 2. Community safety and good relations 3. Health and wellbeing 4. Environment and spatial planning <p>Following extensive engagement, the thematic groups identified in excess of 100 projects that were aligned to the Community plan outcomes.</p> <p>In the intervening period delivery of additional actions has proved difficult due to the absence of lead partners being identified to drive actions forward and duplication with the work of existing partnerships also became apparent.</p> <p>At the January meeting of CPP and Council the broad principles of a review of structures was agreed whereby;</p> <ol style="list-style-type: none"> 1. action plans be reviewed around these 4 key thematic areas with actions being prioritised to a limited number of key projects that have clearly identified lead partners. 2. Chair of the partnership rotate annually between Elected representatives and statutory partners 3. Thematic groups be reviewed with a view to utilising more appropriate existing structures
2.0	Key issues
2.1	<p>Following a series of engagements with the thematic groups around project prioritisation the following progress has been made.</p> <ol style="list-style-type: none"> 1. Lifelong health and wellbeing group have identified actions around Mental Health, Transforming health and preventing disease and Holiday hunger

	<p>2. Sustainable Environment has identified actions around Housing, Transportation, Traffic congestion and Asset mapping</p> <p>In each of the above a series of projects are being mapped out and lead Partners have been identified</p> <p>In the thematic areas of;</p> <ol style="list-style-type: none"> 1. Economic Regeneration and Tourism and 2. Safety and Good relations <p>Partnerships already exist that cover these broad areas and have elected representatives the key partners involved, namely</p> <ol style="list-style-type: none"> 1. PCSP 2. Economic, Skills and Tourism Fora <p>These bodies already have agreed actions that align to Community plan outcomes and are resourced to deliver in partnership with key statutory partners.</p>
	Recommendations
3.1	<p>That Council approve the following structure for Community Plan Partnership moving forward and recommend it to the CPP in June</p> <ol style="list-style-type: none"> 1. Thematic group for Lifelong Health and wellbeing continue to meet and progress actions around Mental Health, Transforming Health and preventing disease, Participatory budgeting, Community support partnerships and Holiday hunger 2. Thematic group for Sustainable Environment continue to meet to progress actions around housing, asset mapping and congestion 3. PCSP and its agreed action plan be the vehicle to deliver safer communities outcomes and CPP be updated on progress at each CPP meeting (which meets 3 times per annum) 4. Economic/Skills Forum and Tourism Forum and their related plans be the vehicle to deliver actions on Economic regeneration and CPP be updated on progress at each CPP meeting (which meets 3 times per annum)
4.0	Resource implications
4.1	none
5.0	Equality and good relations implications
5.1	All equality and Good relation implications have been considered
6.0	Rural Proofing implications
6.1	No implications as a result of these recommendations
7.0	Appendices
	NA

8.0	Background Documents NA

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	13 June 2019
Subject:	Chief Executive's Department and Corporate Services Directorate Business Plans
Reporting Officer (Including Job Title):	Liam Hannaway – Chief Executive Dorinnia Carville – Director: Corporate Services
Contact Officer (Including Job Title):	Jonathan McGilly – Assistant Director: Community Planning and Performance (Acting) Regina Mackin – Assistant Director: Corporate Planning and Policy

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

For decision	X	For noting only	
1.0	Purpose and Background		
1.1	Directorate Business Plans provide an overview of planned activity for the year ahead, and contribute to the delivery of the Community Plan, Corporate Plan, Performance Improvement Plan and other key plans and strategies. They form an essential part of the Council's Business Planning and Performance Management Framework, which demonstrates how corporate priorities are cascaded across the organisation and provides assurance that they are being delivered.		
2.0	Key issues		
2.1	Review of the Directorate Business Plans 2018-19 In order to improve transparency and accountability, and facilitate a performance led approach to business planning, each Directorate has undertaken a review of the 2018-19 Business Plans. These reviews provide an overview of the performance of each Directorate over the past year and have been used to influence the development of the 2019-20 Business Plans. This exercise is an important part of the Council's statutory responsibility to strengthen the way performance is monitored, reviewed and reported across the organisation. The reviews of the 2018-19 Chief Executive's Office and Corporate Services Business Plans are attached at Appendix I and II respectively.		
2.2	Directorate Business Plans 2019-20 Business Plans 2019-20 outline the key actions and measures each Directorate will work towards and are aligned to the Council's budget for the same period. Each Directorate Business Plan will be considered by the respective Council Committee during June 2019. The 2019-20 Business Plans for the Chief Executive's Office and Corporate Services Directorates are attached at Appendices III and IV respectively.		
2.3	Elected Members are asked to note that further improvements to business planning are required across the Council, particularly in relation to cascading		

	corporate priorities in a meaningful way to staff, introducing service plans and improving the use of performance indicators and measures at all levels of the Business Planning and Performance Management Framework. This is an important priority which will be progressed within the context of the new Corporate Plan (2019-23).
3.0	Recommendations
3.1	<p>To consider and agree:</p> <ul style="list-style-type: none"> • The annual review of the Chief Executive's Department and Corporate Services Business Plans 2018-19 • The Chief Executive's Department and Corporate Services Business Plans 2019-20
4.0	Resource implications
4.1	There are no resource implications arising from this report, as the delivery of both Business Plans will be resourced from the agreed budget for 2019-20.
5.0	Equality and good relations implications
5.1	There are no equality or good relations implications arising from this report. However specific actions and projects within each Directorate Business Plan may be subject to their own statutory equality screening, the outcomes of which will be reported as part of future Officer recommendations.
6.0	Rural proofing implications
6.1	There are no rural proofing implications contained within this report. However specific actions and projects within each Directorate Business Plan may be subject to their own statutory rural needs screening, the outcomes of which will be reported as part of future Officer recommendations.
7.0	Appendices
	<ul style="list-style-type: none"> • Appendix 1 – Annual Review of the Chief Executive's Department Business Plan (2018-19) • Appendix 2 - Annual Review of the Corporate Services Business Plan (2018-19) • Appendix 3 – Chief Executive's Department Business Plan (2019-20) • Appendix 4 – Corporate Services Business Plan (2019-20)
8.0	Background Documents
	<p>Mid Term Review of the Chief Executive's Department Business Plan 2018-19</p> <p>Mid Term Review of the Corporate Services Business Plan 2018-19</p>

Chief Executive's Department

Annual Assessment Business Plan 2018-19

Introduction




This report provides an overview of progress in delivering the Business Plan 2018-19 for the Chief Executive's Department, across the following service areas:

- Business Transformation
- Performance and Improvement
- Evidence and Research
- Community Planning
- Democratic Services











The delivery of the Chief Executive's Departmental Business Plan 2018-19 supports the achievement of all community planning outcomes and corporate priorities, specifically the corporate priority outlined below. Performance has also been tracked using the legend below.







'Transform and modernise the Council, providing accessible as well as value for money services'






Legend







Status	
	Target or objective achieved / on track to be achieved
	Target or objective partially achieved / likely to be achieved / subject to delay
	Target or objective not achieved / unlikely to be achieved







Progress at a glance







Session delivered on the Role of Elected Members in High Performing Councils at NILGA regional masterclass	
Performance Improvement Policy agreed	
Compliance with statutory Duty of Improvement achieved	
Delay in progressing an electronic performance management system	
Citizen Profiling and Segmentation exercise delayed	
DEA Scorecards developed to inform the development of DEA Action Plans	
Household Survey and Elected Member Survey complete	
£10.5k awarded to 21 projects through Participatory Budgeting pilots	
Review of Community Planning Structures initiated	
Chairperson hosted 26 official events and attended a further 469 engagements	


Key CEO Actions				
	Supporting action	When	Status	Progress
Business Transformation	Further develop a more detailed Target Operating Model and progress initial projects	Q3		Following the approval of the Senior Management Team, the Target Operating Model has been considered by the Corporate Management Team. Working groups have been established to develop initial projects around terms and conditions, project management, procurement and the business support review.
	Develop and agree a business transformation programme with the Senior Management Team and Elected Members	Q3		The IT, business support and Neighbourhood Services transformation projects are underway. Working groups have also been established to identify key issues and scope out specific work programmes to deliver outcomes and objectives in relation to business transformation.
	Work with internal stakeholders to implement a targeted Efficiency Plan for 2018-19	Q3		Following the establishment of the Efficiencies Working Group, which consists of Elected Members and senior officers, key initiatives to deliver efficiencies have been considered as they arise. The group is currently identifying initiatives and targets to progress during the new Term of Council, which commences in May 2019.
Performance and Improvement	Develop and consult on the performance improvement objectives, and publish the Performance Improvement Plan 2018-19	Q1		Based on robust and extensive consultation and engagement, the performance improvement objectives were published on the Council's website and social media channels through the Performance Improvement Plan 2018-19, and summary document entitled 'Our Performance, Looking Back, Going Forward'.
	Develop and adopt a Performance Improvement Policy, to mainstream and embed the Business Planning and Performance Management Framework	Q1 onwards		The Performance Improvement Policy was considered and approved by Council in November 2018. The Business Planning and Performance Management Framework continues to be mainstreamed through the Performance Improvement Plan and Directorate Business Plans, enabling employees to identify their contribution to the delivery of strategic priorities.
	Review and strengthen existing performance management arrangements and the effective use of	Q1 onwards		Performance management arrangements continue to strengthen through the annual review of the Corporate Plan and annual/bi-annual reviews of the Performance





Performance and Improvement	performance information to drive continuous improvement across the organisation			Improvement Plan and Directorate Business Plans. Performance information has also been used to drive improvements in the processing time of local planning applications, reduction in black bin waste, increase in blue and brown bin waste, recycling rate and number of successful applications to the Financial Assistance Scheme.
	Complete and publish the Assessment of Performance 2017-18	Q2		The Assessment of Performance 2017-18 was considered and agreed by Council in September 2018 and was published on the corporate website and social media channels before 30 September, in line with the statutory timescales.
	Facilitate the Improvement Audit and Assessment 2018-19 and implement the 'proposals for improvement' put forward by the Local Government Auditor	Q3		The 2018-19 Audit and Assessment completed in October 2018 and the S95 report was considered and agreed by Council in January 2019. The NI Audit Office did not issue any new proposals for improvement and an action plan has been developed to progress the implementation of the existing proposals for improvement which have been carried forward from previous years.
	Publish the Mid Year Assessment of the Performance Improvement Plan 2018-19	Q3		The Mid Year Assessment of the Performance Improvement Plan 2018-19 was considered and agreed by Council in November 2018, and has been published on the corporate website.
	Complete an outline business case for the procurement of a corporate Business Intelligence System	Q3		The project mandate for the corporate Performance Management System has been considered by the IT Projects Group and Senior Management Team, and will be considered further during 2019-20.
	Provide performance management training and capacity building for Elected Members and senior officers	Q3		Four Elected Members from NMDDC attended the regional masterclass on performance management, which was delivered by NILGA on 28 January 2019. This included a session on the role of Elected Members in High Performing Councils, which was developed and delivered by Cllr Charlie Casey and an officer from NMDDC. Further training and capacity building around performance management will take place during 2019-20.

	Commence the development of the 2019-20 performance improvement objectives, in line with the new Corporate Plan	Q3		The 2019-20 draft performance improvement objectives were agreed by Council in January 2019. The 12 week consultation and engagement process will take place between January-April 2019, and where possible, has been integrated with the consultation around the new Corporate Plan. Consultation feedback will be used to finalise the 'supporting actions' and 'measures of success' which underpin each objective.
Evidence and Research	Through a Citizen Profiling and Segmentation exercise, continue to analyse existing and emerging datasets	Q1 onwards		The Citizen Profiling and Segmentation exercise has been progressed to the procurement stage and has been put on hold pending further recommendations from the IT Projects Group. Interim datasets around the socio economic profile of the District have been captured and analysed through the Household Survey.
	Provide baseline evidence to support community planning activity and develop data sharing agreements with partner organisations	Q1 onwards		Data sharing agreements have been signed with the NIHE, Woodland Trust and LPS. DEA Scorecards have been agreed and shared to inform the development of the DEA Action Plans 2019-20. Research reports around health inequalities and housing have also been produced to inform the strategic direction of Community Planning structures.
	Complete a Household Survey to gather baseline data in relation to resident priorities and satisfaction levels with key services	Q2		The Household Survey is complete and provides a robust and reliable evidence base around priorities for the future, satisfaction levels with the Council and its services and the local area as a place to live. The results have been communicated to key internal and external stakeholders and will be further analysed to inform the development of the new Corporate Plan 2019-23.
	Complete a series of DEA workshops to disseminate the updated Multiple Deprivation Measures throughout the District	Q3		30 officers from the Council and partner organisations attended a training session which was delivered by NISRA, on the Multiple Deprivation Measures 2017.
	Develop proposals to provide an efficient and effective GIS service which meets the needs of the organisation	Q3		The GIS Officer has been appointed and a scoping study has been undertaken to identify the need and preferred option for the proposed GIS upgrade.

	Conduct an Elected Member survey to gauge perceptions around future corporate priorities	Q3		The Elected Member survey was carried out in December 2018, and provides a reliable evidence base around corporate priorities for the future, perceived levels of satisfaction with the Council and Member-Officer relations. The survey results will be used to inform the development of the new Corporate Plan.
	Work with Legal Services to develop governance arrangements for the use of data to support business intelligence	Q4		Draft proposals around the information governance arrangements and data standards have been drafted in collaboration with Legal Services.
Community Planning	Work with partners to implement the Community Plan and Thematic Delivery Plans, and develop systems to monitor progress effectively	Q3		The Community Planning Partnership Board met three times during 2018-19. In January 2019, the Board agreed to review the existing community planning structures, which includes the role and frequency of the four Thematic Groups, as well as selecting an agreed set of focused priorities, for consideration in 2019-20.
	Strengthen stakeholder engagement and participation in the process of community planning, taking into account the needs of marginalised groups	Q3		The Stakeholder Forum continues to provide a mechanism to engage the community and voluntary sector in the process of community planning. The Forum is currently developing an action plan which will identify key areas of work to support the delivery of the Community Plan. The Council continues to engage marginalised groups, as evidenced through meetings with Disability Groups and Youth Services.
	Review the governance arrangements and operating protocols for the Partnership Board and Thematic Delivery Groups	Q3		In January 2019, the Community Planning Partnership Board agreed to review the existing community planning structures. This will include a review of the Thematic Groups, specifically in relation to their membership and terms of reference, in line with the agreed set of focused priorities which will be developed further and considered during 2019-20.
	Agree future arrangements to strengthen the role of the Stakeholder Forum and other engagement structures in supporting the delivery of the Community Plan	Q3		The Council continues to provide administrative support to the Stakeholder Forum, and has assisted with facilitating three workshops to clarify the role of the Forum in relation to the delivery of the Community Plan, as well as collaborative areas for future action. This information will form the

				basis of an integrated action plan for the Forum.
	Identify and support 'participatory budgeting' pilot programmes within the District	Q3		Two 'Participatory Budgeting' pilot programmes were held in October and November 2019. Both pilots engaged 180 individuals from 26 community groups, offering £10,500 towards 21 successful projects. Almost 6,000 votes were cast during both pilots and the Community Planning Partnership Board has made a commitment to explore and embed participatory budgeting further. The success of both pilots are scheduled to be showcased at a Participatory Budgeting Works event in March 2019.
	Publish the biennial report to outline progress in implementing the Community Plan	Q4		The timescale for submitting the 'Statement of Progress' to the Department for Communities has been delayed until November 2019.
Democratic Services	Prepare for the Local Government Election in June 2019	Q1 onwards		The Council Election Team was established and designated employees took part in the Electoral Office Northern Ireland's training and capacity building programme. The Local Government Election and Count took place between 2 – 4 May 2019, with 41 Councillors elected in Newry, Mourne and Down.
	Continue to provide training, capacity building and ongoing support for Elected Members in fulfilling their roles and responsibilities	Q1 onwards		Elected Members were invited to participate in a number of training programmes, including planning, procurement and performance management. Elected Members also attended a range of conferences which focused on topics such as shared services and resources, rural society in transition, as well as the annual APSE (Association of Public Service Excellence), NILGA and NAC (National Association of Councillors) corporate events
	Routinely review and update the Council's Constitution	Q1 onwards		The Council's Constitution was reviewed and updated, with revisions being made to the Scheme of Delegation and Operating Protocol for the Planning Committee, Committee Terms of Reference, Standing Orders and the Councillor Scheme of Allowances.
	Support the Chairperson and Vice Chairperson in carrying out their role(s) as First Citizen(s)	Q1 onwards		The Chairperson and Vice Chairperson have a designated resource within the Council to support them in fulfilling their role(s) as First Citizen(s). The current

			Chairperson has hosted 26 civic receptions and attended 469 events.
Continue to provide administrative and governance support to the Council's decision-making structures	Q1 onwards		The Council continues to organise and provide administrative and governance support to the monthly meetings of Council and its Standing Committee, as well as the quarterly meetings of the Audit Committee. Action sheets for each meeting are instrumental in monitoring and tracking progress in implementing Council decisions.

Measures of Success			
Measure	YTD Actual	Status	Explanation
Compliance with the statutory Duty of Improvement	Achieved		The S95 Report and Audit Certificate have been issued by the Northern Ireland Audit Office (NIAO).
Compliance with the statutory Duty of Community Planning	Achieved		The Council continues to comply with the statutory Duty of Community Planning.
The number of events hosted on behalf of the Chairperson*	26		The Chairperson hosted 26 events / receptions for a range of groups including the Crimson Arrow Pipe Band, Newry and Mourne Youth Council and Action Cancer volunteers.
The number of official events attended by the Chairperson/Vice Chairperson*	469 (approx.)		The Chairperson attended approximately 469 events / engagements, including a range of photo calls, as well as events Charity Balls for Ellen and Alfie, GI Jive Festival in Kilkeel and Launch of a Memory Tree by the Southern Area Hospice.

*Events held between May 2018-March 2019, including launch events, photo calls and interviews.

Corporate Services

Annual Assessment Business Plan 2018-19

Introduction




This report provides an overview of progress in delivering the Corporate Services Business Plan 2018-19, across the following service areas:

- Finance, including procurement
- Human Resources, including safeguarding
- Corporate Planning and Policy, including Communications and Marketing
- Administration, including legal services, compliance and registration services
- Information Technology
- Estates and Capital projects, including Health and Safety and Emergency Planning







The delivery of the Corporate Services Business Plan 2018-19 supports the achievement of all corporate priorities, particularly the following corporate priority, and performance has been tracked using the legend below.










'Transform and modernise the Council, providing accessible as well as value for money services'







Legend









Status	
	Target or objective achieved / on track to be achieved
	Target or objective partially achieved / likely to be achieved / subject to delay
	Target or objective not achieved / unlikely to be achieved




Progress at a glance


Administration	
Corporate Planning and Policy	
Estates & Capital Projects	
Finance	
Human Resources	
IT	






Key Corporate Service Actions				
Administration	Supporting action	When	Status	Progress
	Undertake data audit to prepare for GDPR introduction	May 2018		Initial data audit completed in May 2018 by Crown.
	Implement Data Audit Recommendations to ensure Council meets its obligations under GDPR	Mar 2019		Building on the Crown audit, a programme of work to measure GDPR compliance aligned to the Council's business planning framework is implemented. Some recommendations are complete whilst longer term operational targets are carried forward into 2019/20.
	Provide GDPR training for all staff and elected members	Sep 2018		Target not achieved by the deadline due to the absence of a compliance team during quarter two. Elected members training completed in April. All staff training provided in March 2019.
	Undertake audit of records systems across Council	Apr 2018		Target not achieved by the deadline due to the absence of a compliance team during quarter two. A detailed audit of information continues to be undertaken by the Records Manager.
	Commence annual Retention and Disposal Reviews across Council	Sep 2018		Target not achieved by the deadline due to the absence of a compliance team during quarter two. A detailed audit of information continues to be undertaken by the Records Manager. This is identifying retention periods and disposal options.
	Develop and implement a Corporate Records Management Policy	Dec 2018		Target not achieved by the deadline due to the absence of a compliance team during quarter two. A detailed audit of information continues to be undertaken by the Records Manager. This will help inform the policy.
	Provide training for all staff and elected members	Jan 2019		Target not achieved by the deadline due to the absence of a compliance team during quarter two. Once the policy is developed, a training programme will follow in 2019/20.
	Progress Business Review Model with view to having structure agreed and implementation commenced	Dec 2018		Work on-going. A further meeting to be held with TUS to discuss potential staff in scope, proposed Model and implementation.
	Review and revise policies relating to Freedom of Information, Data	Jun 2018		Target not achieved by the deadline due to the absence of a compliance team during quarter two. Policy and procedure drafted in quarter four.

	Protection and the Environmental Information Regulations			
	Provide training for all staff and elected members	Dec 2018		Target not achieved by the deadline due to the absence of a compliance team during quarter two. Once the Policy and Procedure is developed, a training programme will follow.
Corporate Planning and Policy	Progressing the inclusiveness of languages within Council through continued implementation of the Irish Language Strategy, together with: <ul style="list-style-type: none"> - Developing an Irish Language Strategy for 2019-2023 - Consideration of a Minority Languages Strategy 	Mar 2019		Development of the revised Irish Language Strategy 2020-2023 has been realigned to the Council's Corporate Plan development timetable.
		Dec 2018		Councillors' Equality and Good Relations Reference Group, at its meeting on 3 October 2018, discussed the notice of motion agreed at Council meeting 5 June 2018. A report mapping Council's corporate approach to Language, Minorities and Diversity was also discussed.
				A minority communities financial assistance theme for 2019-2020 was tabled for discussion at the meeting of the Reference Group on 9 November 2018. The adoption of the Scheme was agreed by Council and will be implemented in the 2019/20 financial year.
	Commence development of Corporate Plan 2019-2023	Sep 2018		A timetable for the development of the Corporate Plan 2019-2023 has been developed across 3 Phases. Phase 1 - Residents Survey was undertaken throughout the district and Phase 2 delivering on a detailed consultation/engagement process began in this period. The findings from this engagement process will inform the development of the Corporate Plan 2019-23.
Estates	Develop and implement a standard approach to the governance and delivery of capital construction projects in	July 2018		Best practice guidelines have been developed and implemented within Estate and Capital Projects Department.

	accordance with Council Policies and best practice.			Guidelines have been presented to CMT for comment and issued to all Departments through CMT
	Deliver the Estates Asset strategy in accordance the Estates Asset Management Policy, ensuring: <ul style="list-style-type: none"> - Completion of Estates mapping exercise - Agreeing action plan for all surplus assets identified 	Dec 2018 Mar 2019	 	Estates mapping exercise is well progressed and all building assets will be surveyed and provided in digital format by December 18. Completed Action plan for surplus land assets has been completed and current identified surplus land assets have been considered by SPWG / SPR and placed on the D1 process. 3 Assets to be released to public sector, others to be released on the open market. D1 process ongoing.
	Review Council's Health and Safety Organisational Arrangements as aligned to Health and Safety risk areas.	Dec 2018		The review is on-going and an audit of Accident reporting and investigation has been completed. Risk profile of the council is being developed and will inform future strategy for H&S. H&S section carrying our Accident investigations to inform on high risk activities.
Finance	Continue to implement and monitor compliance with Procurement Policy and ensure staff are appropriately trained	Mar 2019		Training was completed in March 2019 for all Officers involved with procurement.
	Review of current financial infrastructure and processes	Aug 2018		Restructure has been delayed and will be completed by September 19.
	Complete Contracts Register and identify areas for efficiencies	Oct 2018		Contracts Register part completed. Work on-going.
Human Resources	Organisation Design – Conclude processes for filling posts in the agreed new structures within organisation	Dec 2018		Whilst significant progress was made during 2018-2019, IR difficulties during the course of the year impacted upon the completion of this objective.
	Continue Terms & Conditions negotiations with TUS supported by financial position regarding affordability	Dec 2018		Approval for dedicated HR resource in October 2018 to support this programme of work aimed initially Terms and Conditions of Employment, Administrative Business Support

			project, Neighbourhood Services Transformation.
Introduce revised procedures and other measures to effectively manage sickness absence within the organisation	Aug 2018		<p>Despite the decision to suspend the introduction of the new Managing Attendance Procedure, significant improvements have been realised in terms of the management of short-term sickness absence through concentrated focus on Return to Work Interviews.</p> <p>A new Occupational Health provider has been appointed which will also assist with the management of sickness absence within the organisation.</p>
Continue review of Council's safeguarding organisational arrangements and update procedures with a focus on key risk areas.	Mar 2019		A new Safeguarding Coordinator (shared 50/50 with ABC Council), was appointed in early October 2018; since which time, significant progress has been made in building Safeguarding capacity across the Council.
In conjunction with the Assistant Director: Community Planning and Performance, commence work to develop a performance culture for the organisation with a focus on development of staff and enhancing organisational performance.	Mar 2019		<p>This work was not taken forward in conjunction with the Assistant Director: Community Planning and Performance</p> <p>Through assistance provided by the Local Government Training Group, significant investment was made by targeting 'Head of Service' level post holders; with a number having completed the entitled 'Emerging Leaders' programme at Queens University.</p>

Information Technology	Continued implementation of IT Strategy in accordance with timetable and budget, with a strategic focus on:			
	<ul style="list-style-type: none"> - stabilisation of the IT environment - transformation agenda – progressing key projects within the IT Strategy aimed at transforming and modernising services. 	Mar 2019 Mar 2019		Implementation is running behind schedule due to delays from the supplier side in the implementation of the WAN. The WAN project needs to be fully implemented before WiFi and Fixed Telephony projects can complete.

Measures of Success				
Service Area	Measure	YTD Actual	Status	Explanation
Administration	Increase % of responses to requests for information provided within statutory timeframe	71% of responses meet the statutory timeframe		739 met the timeframe out of 870. A breakdown is attached under the FOI/EIR/SAR monitoring stats report.
Finance	Pay 90% of invoices to suppliers within 30 days	90% paid within 30 days		4387 paid within time
IT	Reduce the number of IT critical failures/down days due to increased stability of system	Not accurately measured		The impact of critical failures has reduced. The number of critical failures will reduce as users are migrated to the new IT arrangements
HR	Overall reduction of year on year Sickness Absence			Year-end reconciliation was still ongoing at the time of this report however, early indications are that the total number of days lost to sickness have reduced year on year.
Corporate Planning and Policy	Increase Facebook and Twitter engagement rates through planned	13,350 followers on facebook		Engagement rates on social media are increasing and this will be developed further over the coming months

	interest based scheduled posts	822 posts per annum		
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Chief Executive's Department

Annual Business Plan 2019-20



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

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1.0 Introduction

- 1.1 The Chief Executive's Department is responsible for setting the strategic direction of the organisation, supporting the delivery of all corporate priorities and ensuring legislative compliance with the Duty of Community Planning and Duty of Improvement, as outlined in The Local Government (NI) Act 2014. The Department also plays a key role in supporting open and transparent decision-making processes, and assisting Elected Members in carrying out their roles as civic and community leaders.
- 1.2 The core responsibilities of the Department are:
- **Community Planning**
 - **Evidence and Research**
 - **Performance and Improvement**
 - **Business Transformation**
 - **Democratic Services**

2.0 Background and Context

- 2.1 The Chief Executive's Departmental Business Plan is developed within the context of the Community Plan, Corporate Plan and Performance Improvement Plan. The Community Plan sets out the long term outcomes for the District, based on the needs and aspirations of local people. The Corporate Plan sets out the key priorities for the Council between 2015-19, and how it will contribute to achieving the community planning outcomes. The Performance Improvement Plan highlights the improvements stakeholders can expect to see through the annual performance improvement objectives, which are clearly aligned to community planning outcomes and corporate priorities.
- 2.2 The Community Plan, Corporate Plan and Performance Improvement Plan are cross cutting and strategic in nature. They guide all activity within the organisation, as well as the subsequent allocation of resources, and sit within a hierarchy of plans, as outlined in the 'Business Planning and Performance Management Framework' (Figure 1).
- 2.3 The Business Planning and Performance Management Framework drives and provides assurance that the Council is delivering its corporate vision and priorities, whilst securing continuous improvement in the exercise of functions. It provides a mechanism to join up and cascade the various plans and strategies across the organisation, demonstrating how employees contribute to achieving community planning outcomes and corporate priorities, for the ultimate benefit of the citizens we serve.

Figure 1: Business Planning and Performance Management Framework



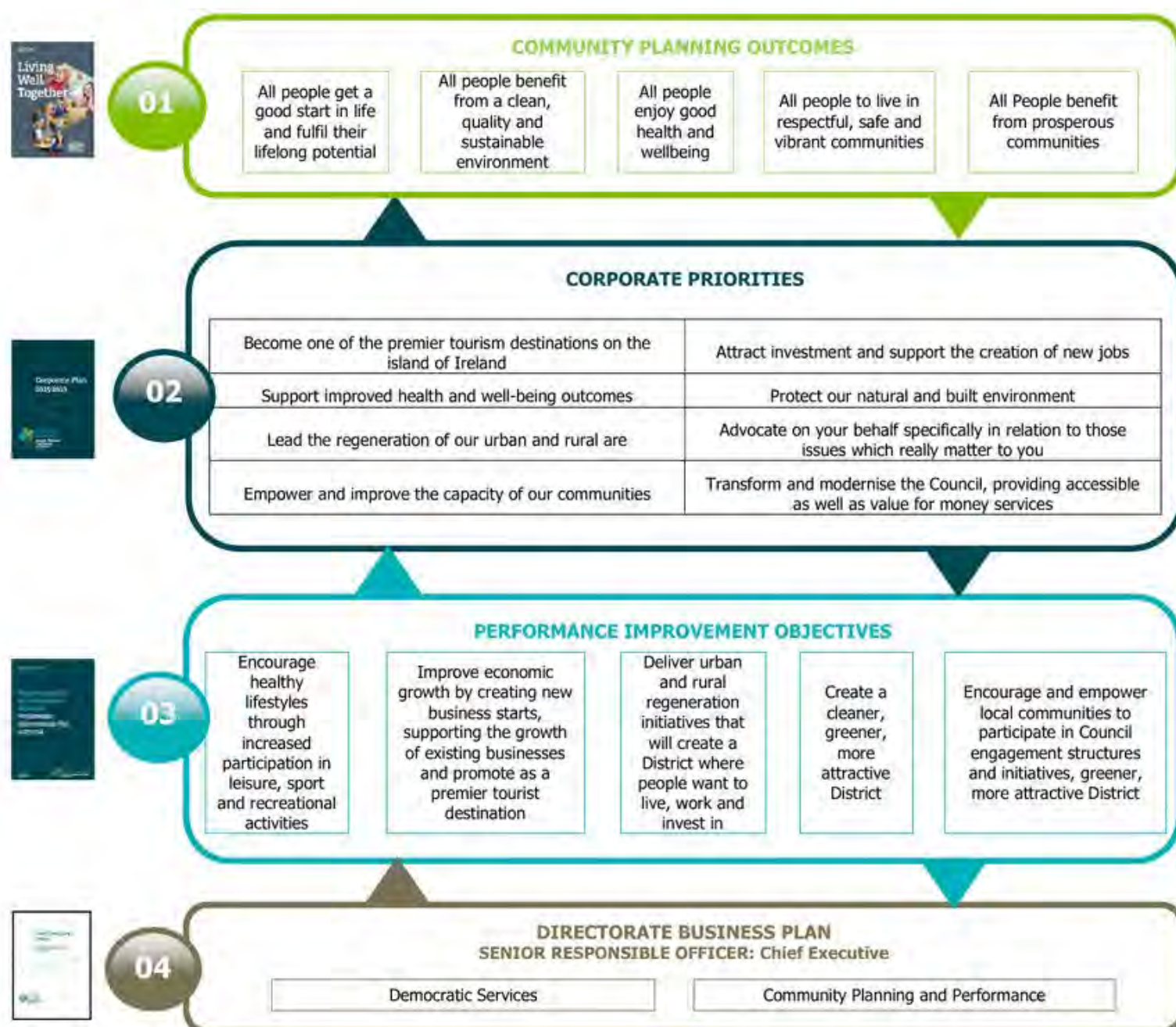
- 2.4 Whilst the Corporate Plan focuses on issues which cut across the organisation and are strategic in nature, the Chief Executive's Departmental Business Plan provides an overview of the key operational activities for the coming year. These activities are explicitly linked to corporate priorities, and coupled with 'business as usual' service delivery, provide clear direction for all employees within the Office (Figure 2). The Business Plan is published annually and is the basis upon which performance is managed and reviewed by the full Council, Strategy, Policy and Resources Committee and Senior Management Team

3.0 Purpose and Values

3.1 Purpose

The primary purpose of the Chief Executive's Department is to provide strategic direction and leadership to the organisation by developing, implementing and monitoring key strategic frameworks, internally and externally, to support the achievement of community planning outcomes, corporate priorities and performance improvement objectives. The bulk of activity within the Chief Executive's Department is aligned with the corporate priority, "to transform and modernise the Council, providing accessible as well as value for money services". However, there are other improvement priorities where the department makes a significant contribution in supporting the activities of these priorities.

Figure 2: CEO Alignment across the Business Planning and Performance Management Framework



3.1.1 The Chief Executive's Departmental Business Plan also supports and underpins the delivery of all corporate priorities and performance improvement objectives, through the:

- Process of community planning
- Provision of evidence and research
- Arrangements for performance and improvement
- Provision of democratic services

3.2 Values

3.2.1 The Department adheres to the Council's values which are outlined in the Corporate Plan 2015-19:

We Will Be	What This Means
Citizen Focused	We will actively encourage citizen and community engagement, as well as be a listening and responsive Council.
Accountable	We will make decisions based on an objective assessment of need and operate in a transparent way as well as openly report on our performance.
Collaborative	We will actively encourage and pursue working in partnership and at all levels to deliver for our District.
Sustainable	We will take into account the social, economic and environmental impacts of our decisions on current and future generations.
Fairness	We will proactively target actions at those who are marginalised in our community.

3.2.2 In accordance with the Section 75 requirements of the Northern Ireland Act (1998), the CEO is committed to carrying out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations. All new and revised policies, procedures and programmes of work will be subject to an equality screening and rural needs impact assessment (where appropriate).

4.0 Challenges and Opportunities

4.1 The Department was re-organised in 2017 following the reorganisation of the former Strategic Planning and Performance Directorate. The Department continues to evolve in line with organisational change, and remains committed to developing and embedding the necessary plans, policies and processes to deliver improvement across the organisation.

4.2 Influences within the external and internal environment continuously present challenges and opportunities, which have an impact on the overall

management and operation of the Chief Executive's Department. These influences can be summarised as follows:

External Environment

- **Legislation:** Ensuring legislative compliance with The Local Government (NI) Act 2014 and subsequent Orders, specifically in relation to the Duty of Community Planning, Duty of Improvement and Political Governance.
- **Strategic Alliances:** Collaborating with stakeholders to address the impact of Brexit and continuing to operate amidst wider political uncertainty.
- **Community Planning:** Strengthening existing partnerships and progressing the implementation of the Community Plan and Thematic Delivery Plans.
- **Local Government Reform:** Addressing legacy issues and successfully integrating the new powers and functions created through Local Government Reform.
- **Evidence Based Decision-Making:** Ongoing collation of national, regional and local datasets to inform and influence local decision-making, policy development and service provision.
- **Global trends:** Considering the impact of complex social issues and the needs of a growing and ageing population, coupled with increased demand for public services and rising customer expectations on public service provision.

Internal Environment

- **Management:** Successfully establishing the Office in terms of its structure, governance, internal processes, increased responsibilities and ongoing support to other directorates.
- **Resources:** Identifying and securing the financial and non-financial resources required for the Office to successfully develop and discharge its responsibilities amidst increased budgetary constraints and austerity.
- **Democracy:** Organising the 2019 local government elections and ensuring Elected Members and the Council's decision-making structures/committees are provided with appropriate levels of support during the new term of Council, to enable the effective and efficient discharge of their responsibilities.
- **Transformation:** Leading the development and implementation of a transformational programme of change at both strategic and operational levels, enabling employees and Elected Members to drive forward improvements that meet resident needs and aspirations.
- **Performance and Improvement:** Managing Council performance, highlighting areas of high-performance, identifying areas for intervention, developing a performance led approach to strategic and service plans and facilitating the development of a performance improvement culture.
- **Risk Management:** Managing potential risks and opportunities in achieving the key actions outlined in the CEO Business Plan by adhering to the Corporate Risk Management Policy and reviewing the CEO Risk Register on a quarterly basis.

5.0 Chief Executive's Department - Supporting Actions

Key Office Actions

Community Planning – Work with partners to lead the implementation of the Community Plan and deliver better outcomes for local people.

Evidence and Research – Develop a robust and reliable evidence base to underpin and inform future decision-making and policy development processes.

Performance and Improvement – Support the development of a performance improvement culture by managing Council performance, leading the development and implementation of the Performance Improvement Plan and securing alignment across the Business Planning and Performance Management Framework.

Business Transformation – Develop and implement a business transformation programme to transform, modernise and improve the Council's operations.

Democratic Services – Support the decision making and political governance structures of the Council.

	Key CEO Actions	Timescale
Transformation	Further develop a more detailed Target Operating Model	Ongoing
	Roll out the business transformation programme with the Senior Management Team and Elected Members	Ongoing
	Develop and implement a targeted Efficiency Plan for 2019-20	Q3
Performance and Improvement	Mainstream the Performance Improvement Policy and strengthen alignment across the Business Planning and Performance Management Framework	Ongoing
	Provide performance management training and capacity building for Elected Members and designated officers	Ongoing
	Identify opportunities to use performance information to drive continuous improvement across the organisation	Ongoing
	Develop and consult on the performance improvement objectives, and publish the Performance Improvement Plan 2019-20	Q1
	Explore options to progress the procurement of an electronic Performance Management System	Q1 onwards
	Implement the recommendations arising from the internal audit of the Council's performance indicators	Q1 onwards
	Complete and publish the Assessment of Performance 2018-19	Q2
	Commence the development of the 2020-21 performance improvement objectives, in line with the new Corporate Plan	Q2 onwards

	Facilitate the Performance Audit and Assessment 2019-20 and implement the 'proposals for improvement' put forward by the Local Government Auditor	Q3
	Complete and publish the Mid Year Assessment of the Performance Improvement Plan 2019-20	Q3
Evidence and Research	Analyse and review the delivery of the Community Plan by: <ul style="list-style-type: none"> Developing dashboards to monitor population level indicators at both thematic and DEA levels Collaborating with partners to develop performance scorecards to monitor the impact of selected community planning activities Collaborating with the DEA Forums to develop scorecards to monitor the implementation of DEA Action Plans 	Q1 onwards
	Use the results of the Household Survey as an evidence base to: <ul style="list-style-type: none"> Review the Community Plan Inform the medium term priority areas which underpin the Community Plan Inform the development of corporate priorities within the Corporate Plan 	Q1 onwards
	Implement and upgrade the corporate GIS service, internally and externally	Q4
	Work with Legal Services to improve existing governance arrangements for the use of data to support business intelligence	Ongoing
	Provide an evidence base to support internal and external stakeholders in the delivery of services	Ongoing
Community Planning	Continue to implement the Community Plan by: <ul style="list-style-type: none"> Progressing an agreed set of focused priorities which underpin the delivery of the Community Plan Identifying, developing and co-ordinating joint partnership initiatives to improve integrated service provision around the implementation of the Community Planning 	Q1 onwards
	Implement the revised governance arrangements and operating protocols for the Community Planning structures	Q1 onwards
	Support the Strategic Stakeholder Forum to deliver an action plan which is fully integrated with the Community Plan	Q1 onwards
	Engage with Community Planning Partners to further develop, manage and roll-out Participatory Budgeting programmes	Q1 onwards
	Submit the 'Statement of Progress' in relation to the implementation of the Community Plan to the Department for Communities	Q3

Democratic Services	Organise and facilitate the 2019 Local Government Elections	Q1
	Organise the annual meeting of Council and manage the appointment of positions of responsibility for the new term of Council and Committees for 2019-20	Q1
	Organise a programme of committee meetings for the first year of the new term of Council	Q1
	Continue to provide an induction, training and capacity building programme to support Elected Members in fulfilling their roles and responsibilities	Q1 onwards
	Support the Chairperson and Vice Chairperson in carrying out their role(s) as First Citizen(s)	Q1 onwards
	Continue to provide administrative and governance support to the Council's decision-making structures	Q1 onwards

6.0 Performance

- 6.1 The Chief Executive's Department performs a key role in leading the development of robust and meaningful performance measures at all levels across the organisation.
- 6.2 In addition to managing and monitoring financial and human resources, the following performance measures will be monitored during 2019-20:

Measures of Success
Compliance with the statutory Duty of Improvement
Compliance with the statutory Duty of Community Planning
The number of events hosted on behalf of the Chairperson
The number of official events attended by the Chairperson/Vice Chairperson

CEO Plans and Strategies

- 6.3 The Chief Executive's Department is responsible for leading the development, implementation and review of the following plans and strategies, which influence the work of the Department and Council:
- Community Plan
 - Performance Improvement Plan (including the Business Planning and Performance Management Framework and Performance Improvement Policy)
 - Constitution

7.0 Organisation and Office Structure

7.1 The Chief Executive’s Department is one of five Departments, which together, comprise the management structure of the Council. The management structure of the Council is set-out in Figure 3 and the structure of the Chief Executive’s Department is set out in Figure 4.

Figure 3: Council Management Structure

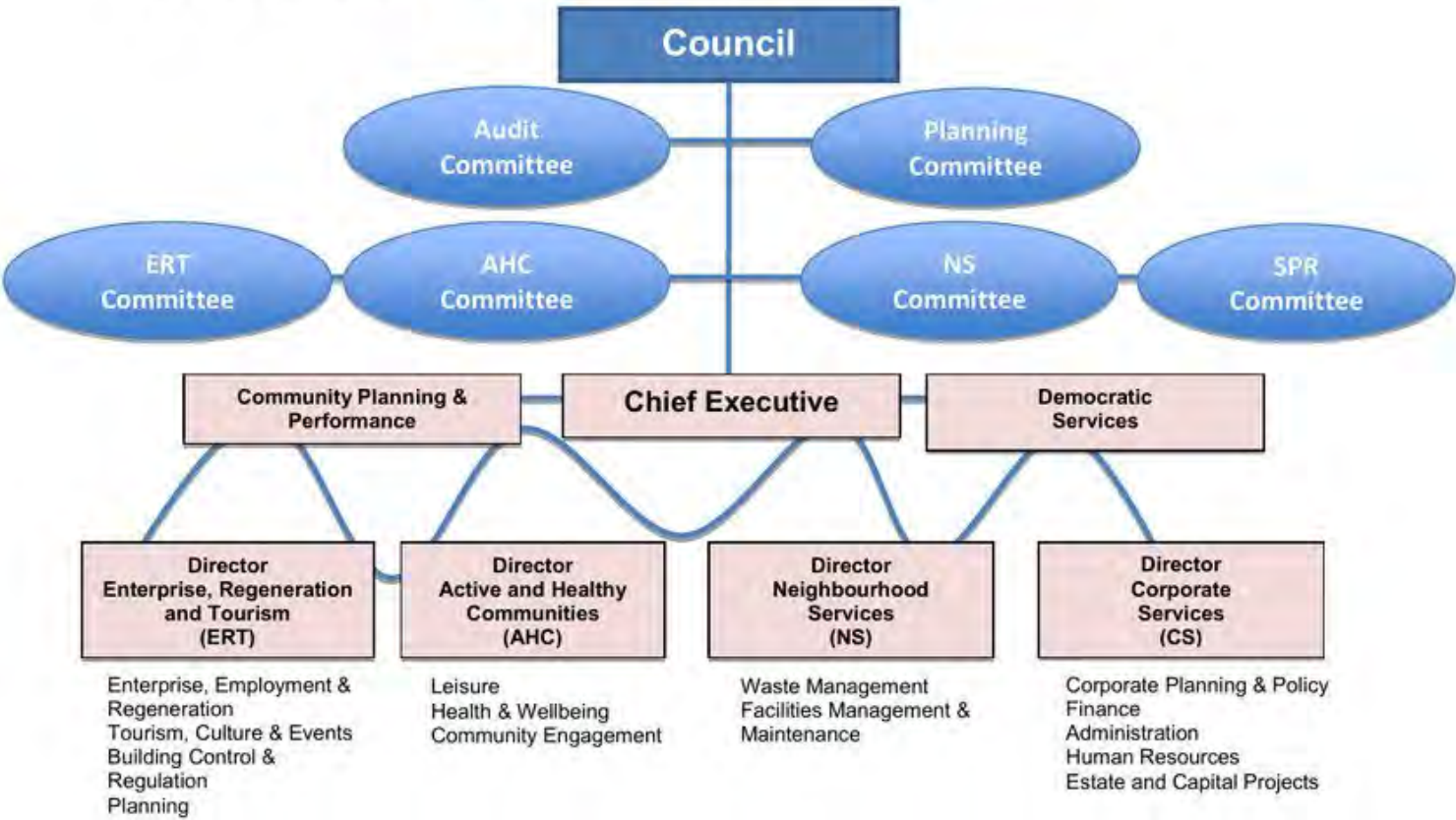
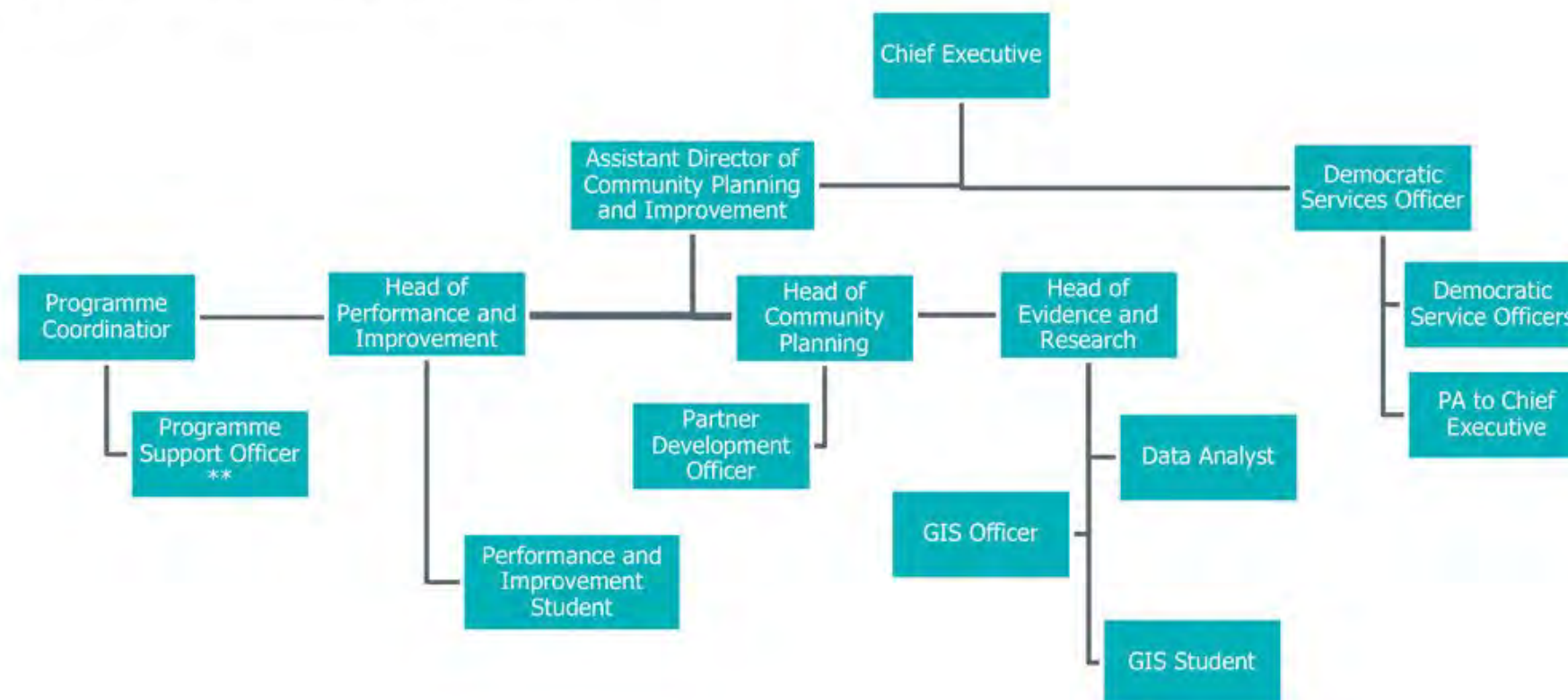


Figure 4: Chief Executive's Department



**Suspended pending future budget provision

8.0 Financial Information

Net estimated expenditure 2019-20	
Community Planning and Performance	£580,457
Democratic Services	£1,854,793
TOTAL: Chief Executive's Office	£2,435,268

9.0 Governance Arrangements

- 9.1 Reviewing performance and reporting progress to Elected Members and other key stakeholders facilitates transparency, accountability and improvement in everything the Council does. The organisational and political governance arrangements to develop, monitor and report the Council's progress in implementing the Chief Executive's Departmental Business Plan are set out in Figure 5, and are supplemented by regular reviews by the Chief Executive and his team. The governance arrangements the Council has put in place to deliver continuous improvement are also subject an annual audit and assessment by the Northern Ireland Audit Office.

Figure 5: Governance Arrangements

Full Council

- Ratification of Chief Executive's Departmental Business Plan
- Ratification of annual review of Chief Executive's Departmental Business Plan

Strategy, Policy and Resources Committee / Audit Committee

- Scrutiny and challenge around the Duty of Improvement
- Provide assurance that performance management arrangements are robust and effective

Strategy, Policy and Resources Committee

- Consideration, scrutiny and approval of Chief Executive's Departmental Business Plan
- Consideration, scrutiny and approval of the annual and bi-annual reviews of Chief Executive's Departmental Business Plan

Senior Management Team

- Development, consideration and approval of Chief Executive's Departmental Business Plan
- Development, consideration and approval of the annual review of Chief Executive's Departmental Business Plan

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Corporate Services Directorate

Annual Business Plan 2019-20



Comhairle Ceantair
**an Iúir, Mhúrn
agus an Dúin**
**Newry, Mourne
and Down**
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1.0 Introduction

- 1.1 The Corporate Services Directorate is a Department of Newry, Mourne & Down District Council which is responsible for supporting the organisation to achieve the strategic objectives as set out in the Corporate Plan. The Directorate is responsible for the overall management of the Council's staff and finances and plays a key role in providing professional advice and guidance to support and improve the services provided. The Directorate provides services directly to the public through corporate communications and marketing, as well as providing registration, digital and telephony, emergency advice and customer services.
- 1.2 The core responsibilities of the Department are:
 - Finance, including Procurement
 - Human Resources, including Safeguarding
 - Corporate Planning and Policy, including Communications and Marketing
 - Administration, including Legal Services, Compliance, Registration Services and Countryside Access
 - Information Technology
 - Estates and Capital projects, including Health and Safety and Emergency Planning

2.0 Background and Context

- 2.1 The Corporate Services Business Plan is developed within the context of the Community Plan, Corporate Plan and Performance Improvement Plan. The Community Plan sets out the long term outcomes for the District, based on the needs and aspirations of local people. The Corporate Plan sets out the key priorities for the Council between 2015-19, and how it will contribute to achieving the community planning outcomes. The Performance Improvement Plan highlights the positive outcomes stakeholders can expect to see through the annual performance improvement objectives, which are clearly aligned to community planning outcomes and corporate priorities.
- 2.2 The Community Plan, Corporate Plan and Performance Improvement Plan are Cross cutting and strategic in nature. They guide all activity within the organisation, as well as the subsequent allocation of resources, and sit within a hierarchy of plans, as outlined in the 'Business Planning and Performance Management Framework' (Figure 1).
- 2.3 The Business Planning and Performance Management Framework drives and provides assurance that the Council is delivering its corporate vision and priorities, whilst securing continuous improvement in the exercise of functions. It provides a mechanism to join up and cascade the various plans and strategies across the organisation, demonstrating how employees

contribute to achieving community planning outcomes and corporate priorities, for the ultimate benefit of the citizens we serve.

Figure 1: Business Planning and Performance Management Framework



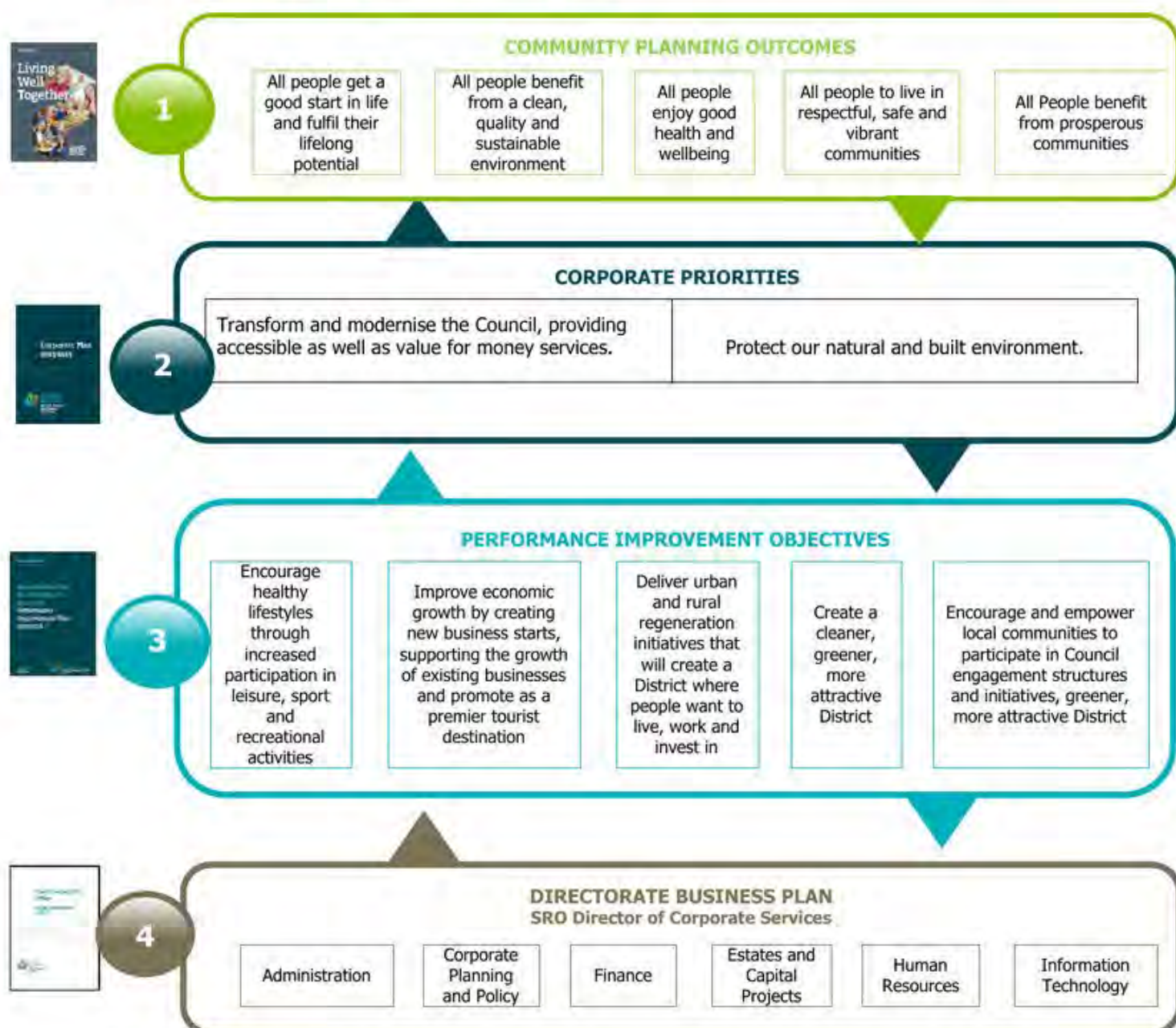
- 2.4 The Corporate Services Business Plan provides an overview of the key operational activities for the coming year. These activities are explicitly linked to corporate priorities, and coupled with 'business as usual' service delivery, provide clear direction for all employees within the Office (Figure 2). The Corporate Services Business Plan is published annually and is the basis upon which performance is managed and reviewed by full Council, the Strategy, Policy and Resources Committee and Senior Management Team.

3.0 Purpose and Values

3.1 Purpose

- 3.1.1 The Corporate Service Directorate's primary purpose is to provide the resources and support required to the organisation to enable delivery of the strategic (corporate) outcomes for the Council. As a result, the bulk of Directorate activity is aligned with the Council's strategic objective, "Transform and modernise the Council, providing accessible as well as value for money services".

Figure 2: Corporate Services Alignment across the Business Planning and Performance Management Framework



- 3.1.3 However, there are other important Council strategic objectives where the Directorate makes a significant contribution in supporting the achievements of

the objectives. Further, more detailed information is provided in Sections 5.0 (Corporate Services Supporting Actions 2019-20) and 6.0 (Performance) of this Plan.

3.2 Values

3.2.1 The Directorate adheres to the Council's values which are outlined in the Corporate Plan 2015-19:

We Will Be	What This Means
Citizen Focused	We will actively encourage citizen and community engagement, as well as be a listening and responsive Council.
Accountable	We will make decisions based on an objective assessment of need and operate in a transparent way as well as openly report on our performance.
Collaborative	We will actively encourage and pursue working in partnership and at all levels to deliver for our District.
Sustainable	We will take into account the social, economic and environmental impacts of our decisions on current and future generations.
Fairness	We will proactively target actions at those who are marginalised in our community.

3.2.2 In accordance with the Section 75 requirements of the Northern Ireland Act (1998), the CEO is committed to carrying out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations. All new and revised policies, procedures and programmes of work will be subject to an equality screening and rural needs impact assessment (where appropriate).

4.0 Challenges and Opportunities

4.1 The Corporate Services Directorate was established in December 2014, as part of the organisational design of the new Council, to centralise the management of a number of existing Council functions as well as support new powers which were transferred to the Council on the 1 April 2015. From 1 April 2017, the functional areas of Corporate Planning and Policy, and Estates and Capital Projects have become part of the Corporate Services Directorate.

4.2 The Directorate continues to develop in line with organisational change. Over the course of this financial year, the Directorate will continue to develop and embed the necessary corporate frameworks, policies, processes and systems to deliver strategic improvement across the organisation, specifically in the areas of human resources, finance, administration and information technology.

- 4.3 The various (internal and external) challenges and opportunities for the Directorate are summarised as follows:

External Environment

- **Financial Planning:** Establishing the necessary financial plans within which Members' priorities for the District will be delivered.
- **Legislation and Regulations:** Ensuring legislative compliance with a range of legislation including S75 NI Act, Rural Needs Act, Health & Safety, Procurement regulations.
- **Corporate Planning and Policy:** Establishing the necessary corporate planning and policy frameworks within which Members priorities for the District will be delivered and statutory obligations met, and we communicate effectively.

Internal Environment

- **Management:** Successfully establishing the Directorate in terms of its structure, governance and internal processes and increased responsibilities.
- **Resources:** Identifying and securing the financial and non-financial resources needed for the Directorate to successfully develop.
- **Estate Planning and Asset Management:** Successfully developing and implementing the necessary frameworks, policies and processes to support the effective and efficient management of the Council's Estate.
- **Transformation & Efficiencies:** Successfully developing and implementing transformational change that drives out the efficiencies and improvements that both Members and the public demand.
- **Information Management:** Ensuring adequate policies and procedures are in place to effectively manage our information in accordance with legislative requirements.
- **Information Technology:** Establishing robust information technology infrastructure to support business transformation.
- **Compliance:** Establishing the necessary policies and procedures and monitoring arrangements to ensure corporate legislative compliance in respect of key statutory obligations, including Equality, Disability, Rural Needs, Health & Safety, Employment and Procurement legislation.
- **Risk Management:** Managing potential risks and opportunities in achieving the key actions outlined in the CS Business Plan by adhering to the Corporate Risk Management Policy and reviewing the CS Risk Register on a quarterly basis.
- **Performance Management:** Monitoring and reviewing Directorate performance, highlighting areas of high-performance, identifying areas for intervention or culture.

5.0 Corporate Services Supporting Actions

Key Office Actions

Administration – Develop an enhanced framework of procedures to ensure administration services meet peoples needs.

Finance –Develop robust financial systems and processes to support and optimise Council's finances.

IT – Lead the transformation of IT services to protect and support the organisation's operations.

HR – Support the transformation of Council through a well developed workforce.

Corporate Planning and Policy – Develop and lead on a corporate plan which will deliver better outcomes for the District.

Estates and Capital Projects – Enhance Council's estate by ensuring it is protected, utilised efficiently and improved where necessary to meet the needs of the citizens.

Key Corporate Services Actions		Timescale
Administration	Provide annual Data Protection, FOI and EIR training for all staff and elected members	Quarter 3
	Continue audit of records across Council to ensure Council meets its obligations under GDPR and PRONI guidance	Quarter 4
	Develop and implement a Corporate Records Management Policy & Procedure to include a file plan and classification of information in line with current guidance.	Quarter 2
	Provide training for all staff and elected members	Quarter 4
	Undertake review of Council Bye-laws in conjunction with relevant departments	Quarter 4
	Finalise and implement Business Review Model	Quarter 3
	Review Complaints Policy and develop a Best Practice Manual.	Quarter 1
	Provide training for all staff and elected members	Quarter 3

Corporate Planning and Policy	Progress the inclusiveness of languages within Council:	
	<ul style="list-style-type: none"> develop an Irish Language Strategy for 2019-2023 review and revise bilingualism policy 	Quarter 3 Quarter 3
	Development of Corporate Plan 2019-2023	Quarter 4
	Development of Equality Action Plan 2020-2023	Quarter 4
	Five year review and development of Disability Action Plan 2020-25	Quarter 3
	Review Council's Policy Development Framework	Quarter 3
Estates and Capital Projects	Review and revise media policy, incorporating social media and the use of digital communications. Deliver training to elected members and staff. Develop and implement programme of generic communications/marketing training across all directorates.	Quarter 4
	Review Best Practice Guidelines and amend as required taking legislation and regulation changes into account. Provide guidance, support to departments as required.	Quarter 4
	Implement the Estates Asset Management Policy, ensuring:	Quarter 4
	<ul style="list-style-type: none"> Completion of Estates mapping exercise in partnership with GIS and Legal staff Agree action plan for all assets 	Quarter 4
	Continue to identify surplus assets, and maximise the value of all assets approved for disposal	On going
	Review Council's Health and Safety Organisational Arrangements and develop a H&S Management System based on ISO 45001:2018 and other relevant standards	Quarter 4
Finance	Develop a framework for small and medium sized construction contracts	Quarter 2
	Review Emergency Plans and apply lessons learnt from multi agency exercises.	Quarter 3
	Continue to implement and monitor compliance with Procurement Policy and ensure staff are appropriately trained. Reinforce Policy focusing on Contracts Management to ensure accurate monitoring of capital expenditure	Quarter 3

	Review of current financial infrastructure, processes and systems to ensure timely production of management and financial accounts and information	Quarter 3
	Complete Contracts Register and identify areas for efficiencies. Ensure key Contracts are in place across the Council based on cumulative spend	Quarter 4
	Introduce new system for audit tracking which also allows audit recommendations to be linked to audit risks	Quarter 3
Human Resources	Organisation Design – Conclude processes for filling posts in confirmed new structures to managerial/ supervisory level.	Quarter 4
	Through consultation and negotiation with the recognised Trade Unions, work towards achieving a common set of Terms & Conditions and associated employment policies with a view to reaching agreement for all employees within NMDDC.	Quarter 4
	Continue to improve the effectiveness of Council's safeguarding organisational arrangements to ensure children and adults at risk are adequately protected and update procedures with a focus on key areas and risk.	Quarter 4
	Develop and introduce a process which recognises employee contribution and develops our people, through regular engagement between employees and line managers	Quarter 4
Information Technology	Continued implementation of IT Strategy in accordance with timetable and budget, building on the stabilisation of the IT environment, with a key focus on supporting the transformation agenda.	Quarter 4

6.0 Performance

- 6.1 Corporate Services performs a key role in leading the development of robust and meaningful performance measures at all levels across the organisation. This exercise will also identify additional, suitable performance measures for the Corporate Services Directorate.
- 6.2 In addition to managing and monitoring financial and human resources, the following performance measures will be monitored during 2019-20:

Measures of Success	
Administration	80% of responses to requests for information provided within statutory timeframe
Finance	Pay 90% of invoices to suppliers within 30 days
IT	Reduce the number of IT critical failures/down days due to increased stability of system
HR	Overall reduction of year on year Sickness Absence
Corporate Planning and Policy	Increase Facebook and Twitter engagement rates through planned interest based scheduled posts

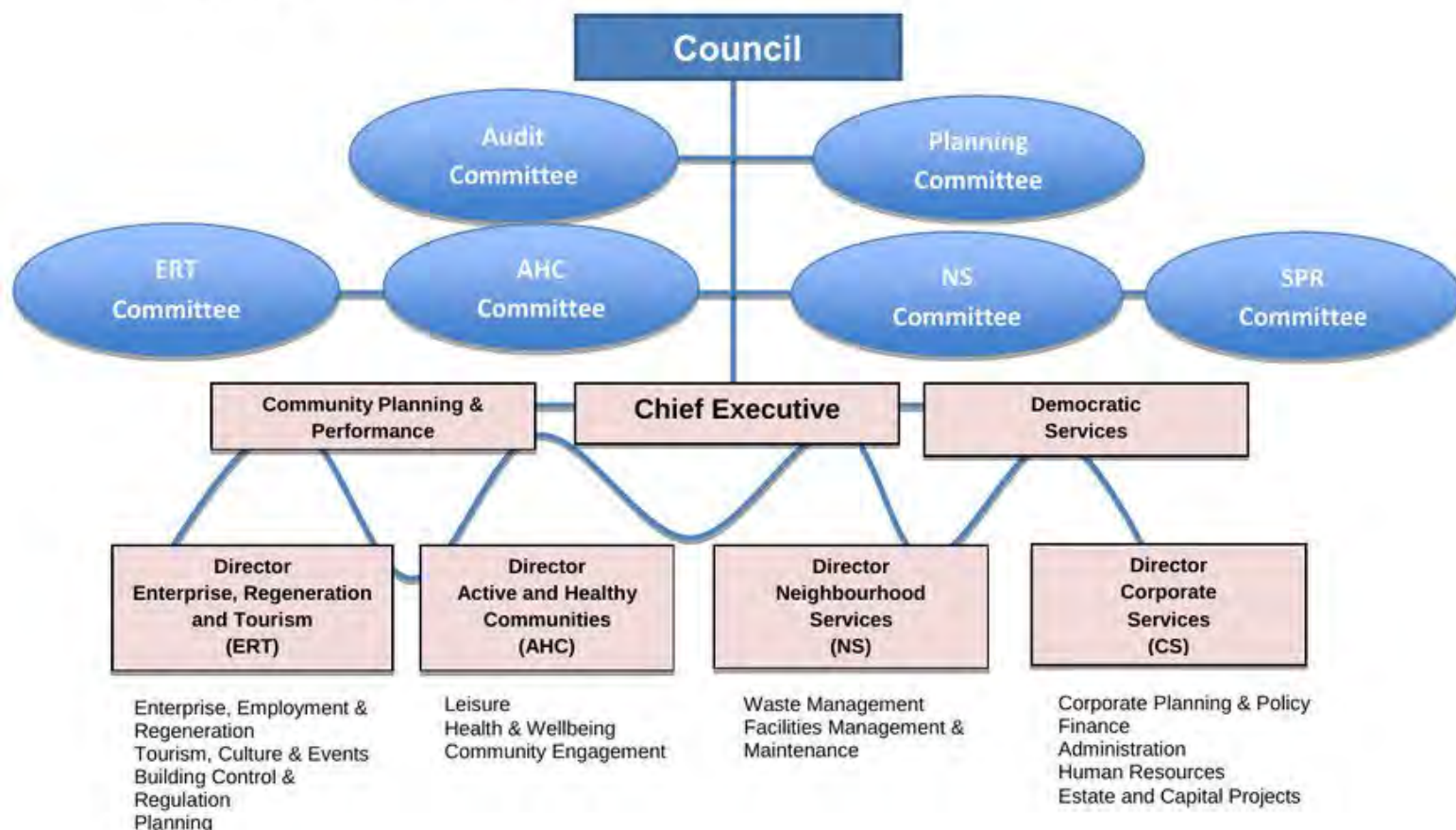
Corporate Services Plans and Strategies

- 6.3 The Corporate Services Directorate is responsible for leading the development, implementation and review of the following plans and strategies, which influence the work of the Office and Council:
- Medium Term Financial Plan
 - Treasury Management Strategy
 - Capital Strategy
 - Irish Language Strategy
 - Corporate Communications Strategy
 - Information Technology Strategy
 - Estates and Asset Management Strategy

7.0 Organisation and Office Structure

7.1 Corporate Services is one of five Directorates, which together, comprise the Management structure of the Council. The management structure of the Council is set-out in Figure 3.

Figure 3 - Council Management Structure



8.0 Financial Information

Net estimated expenditure (2019-20)	
Corporate Planning and Policy	£728,336
HR	£1,321,334
IT	£1,404,245
Finance	£1,941,896
Administration	£1,352,135
Estates and Capital Projects	£1,693,326
TOTAL: Corporate Services	£8,441,272

9.0 Governance Arrangements

- 9.1 Reviewing performance and reporting progress to Elected Members and other key stakeholders facilitates transparency, accountability and improvement in everything the Council does. The political and organisational governance arrangements to develop, monitor and report the Council's progress in implementing the Corporate Services Business Plan are outlined below, and are supplemented by regular reviews by the Director of Corporate Services and her team. The governance arrangements the Council has put in place to deliver continuous improvement are also subject an annual audit and assessment by the Northern Ireland Audit Office.

Figure 5: Governance Arrangements

Full Council

- Ratification of Corporate Services Business Plan
- Ratification of annual and bi-annual reviews of Corporate Services Business Plan

Strategy, Policy and Resources Committee / Audit Committee

- Scrutiny and challenge around the Duty of Improvement
- Provide assurance that performance management arrangements are robust and effective

Strategy, Policy and Resources Committee

- Consideration, scrutiny and approval of Corporate Services Business Plan
- Consideration, scrutiny and approval of the annual and bi-annual reviews of Corporate Services Business Plan

Senior Management Team

- Development, consideration and approval of Corporate Services Business Plan
- Development, consideration and approval of the annual and bi-annual reviews of Corporate Services Business Plan

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

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Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	13 June 2019
Subject:	Performance Improvement Plan 2019-20
Reporting Officer (Including Job Title):	Jonathan McGilly – Assistant Director: Community Planning and Performance (Acting)
Contact Officer (Including Job Title):	Kate Bingham – Head of Performance and Improvement

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

For decision	X	For noting only	
1.0			Purpose and Background
1.1			The purpose of this report is to recommend the final version of the Performance Improvement Plan 2019-20. This plan is supported by the Consultation and Engagement Report 2019-20 and Delivery Plans which have been developed for each Performance Improvement Objective 2019-20.
1.2			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. The guidance states that performance improvement is more than 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.
1.3			The Performance Improvement Plan is a key strategic document which drives all improvement activity across the organisation. It features within the Business Planning and Performance Management Framework and is directly aligned to the Community Plan, Corporate Plan and Directorate Business Plans. Managing performance effectively will also underpin the development of the Council's business transformation programme, Target Operating Model and Efficiency Plan during 2019-20.
2.0			Key issues
			Performance Improvement Plan 2019-20
2.1			<p>In accordance with statutory requirements, the Council is required to publish the Performance Improvement Plan by 30 June 2019. The Performance Improvement Plan 2019-20 is attached at Appendix 1, and includes the following information:</p> <ul style="list-style-type: none"> • Performance improvement objectives 2019-20 • Statutory performance indicators and standards for economic development, planning and waste management • Self imposed performance indicators, as outlined in the Corporate Plan 2015-19

	Public Consultation and Engagement 2019-20
2.2	<p>In December 2018, the Senior Management Team and Strategy, Policy and Resources Committee agreed to proceed with a public consultation around the proposed five performance improvement objectives 2019-20.</p> <p>This twelve week consultation and engagement process took place between 14 January – 5 April 2019, and in line with good practice, was integrated with the consultation and engagement on the Corporate Plan 2019-23. The overall consultation and engagement process consisted of the following elements:</p> <ul style="list-style-type: none"> • 74 responses to the survey on the draft performance improvement objectives • 764 responses to the Residents Survey • Engagement with 370 stakeholders through the DEA Fora, Business Sector, Youth Council, Older Persons Forums and staff events <p>Feedback from the consultation and engagement process revealed widespread support for the proposed themes identified within the performance improvement objectives, as well as the objectives themselves. However, a growing number of respondents 'disagreed' with performance improvement objective 4, which has been amended to become more focused on delivering tangible outcomes for local communities:</p> <p style="text-align: center;">'Create a cleaner, greener, more attractive District' has been amended to: 'Increase the rate of recycling, reduce the amount of waste going to landfill and improve the level of cleanliness across the District'</p> <p>The remaining four performance improvement objectives have been carried forward from 2017-18 and 2018-19, and have not been subject to amendment. An analysis of the consultation and engagement feedback, including the proposed amendments to the Performance Improvement Plan 2019-20 is outlined in Appendix 2.</p>
	Objective Delivery Plans 2019-20
2.3	<p>Delivery plans for each performance improvement objective have been developed, as outlined in Appendix 3. They seek to demonstrate how the Council will manage the effective delivery of each objective, in terms of resources, risk management and governance arrangements. These plans are a 'work in progress' and will be reviewed and updated on a continuous basis to support the delivery of each performance improvement objective.</p> <p>Through the 2018-19 Performance Audit and Assessment, the NI Audit Office proposed that there is scope to extend the level of challenge and scrutiny by the Strategy, Policy and Resources Committee to a project level, including associated performance management arrangements and risk assessments. It is therefore proposed that the Strategy, Policy and Resources Committee consider the Objective Delivery Plans alongside the Performance Improvement Plan 2019-20, in June 2019.</p>
3.0	Recommendations
3.1	To consider and agree the:

	<ul style="list-style-type: none"> • The 2019-20 Performance Improvement Plan, Consultation and Engagement Report and Objective Delivery Plans • The publication of the Performance Improvement Plan 2019-20 by 28 June 2019, before full Council ratification, in order to meet the statutory deadline
4.0	Resource implications
4.1	The development and publication of the Performance Improvement Plan 2019-20 will be delivered within existing resources.
5.0	Equality and good relations implications
5.1	The Performance Improvement Plan 2019-20 has been equality screened and it is recommended that it is not subject to an equality impact assessment (with no mitigating measures required).
6.0	Rural Proofing implications
6.1	A Rural Needs Impact Assessment of the Performance Improvement Plan 2019-20 has been carried out and there are no rural proofing implications contained within this report.
7.0	Appendices
	<ul style="list-style-type: none"> • Appendix 1 – Performance Improvement Plan 2019-20 • Appendix 2 – Consultation and Engagement Report 2019-20 • Appendix 3 – Objective Delivery Plans 2019-20
8.0	Background Documents
	<ul style="list-style-type: none"> • Performance Improvement Plans 2017-18 and 2018-19

Newry, Mourne and Down District Council

Performance Improvement Plan

2019-20



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

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Foreword

When we look back on what the Council has delivered in the past year, we can be proud of our achievements. We have continued to deliver our performance improvement objectives, and have seen positive change across a number of key areas including health and well-being, tourism, economic development, regeneration, environment and community engagement.

One of our flagship achievements was the opening of Down Leisure Centre in November 2018, a £15.5m centre which is already transforming the way we provide sporting, wellbeing and exercise opportunities to our citizens. This new facility will also boost the 'Be Active' campaign which encourages people to undertake more activity in their daily lives.

We have also made great strides in improving the local economy and promoting the District as a premier tourist destination. The monies we have secured, as part of the Belfast Region City Deal, will enable us to progress key infrastructure, regeneration and tourism projects, such as the Southern Relief Road and visitor attractions in the Mourne Mountains. Our five Giant Adventure Festivals remain hugely successful and the restoration of Warrenpoint's Edwardian municipal park, which re-opened in August 2018, will bring significant benefits the local area and local communities.

We have continued to deliver essential services to all our residents and have made strenuous efforts to improve the performance of everything we do. Between 2016-17 and 2017-18, the Council reported the greatest level of improvement across Northern Ireland for processing local planning applications, which currently stands at 15.8 weeks, just above the statutory standard of 15 weeks. The amount of waste going to landfill has also reduced whilst the rate of recycling across the district continues to increase, particularly the amount of food waste placed in brown bins.

However, the first term of the new Council has come to an end and we know we can do more. With a strong track record for innovation and partnership working, we remain confident that the Council will continue to deliver positive outcomes and improve the quality of life for all our local communities through this year's performance improvement objectives.



Cllr Charlie Casey - Chairperson



Liam Hannaway - Chief Executive

Introduction and Context

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

The performance improvement objectives do not describe every improvement the Council plans to make during 2019-20. Alternatively, they provide an overview of where the Council will focus its efforts to address the issues which matter most to local communities. The Performance Improvement Plan outlines the Council's priorities for improvement, how performance will be measured and what positive outcomes stakeholders can expect as a result of improvement activity. It represents the Council's commitment to achieving continuous improvement in the delivery of key services.

Performance Improvement Objectives 2019-20

Newry, Mourne and Down District Council has identified five performance improvement objectives for 2019-20:

- 1. Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities**
- 2. Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination**
- 3. Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in**
- 4. Increase the rate of recycling, reduce the amount of waste going to landfill and improve the level of cleanliness across the District**
- 5. Encourage and empower local communities to participate in Council engagement structures and initiatives**

All objectives, apart from Performance Improvement Objective 4, have been carried forward from 2017-18 and 2018-19, and have been developed within the context of the Business Planning and Performance Management Framework. They are:

Linked to the Community Plan, Corporate Plan and Directorate Business Plans	✓
Based on existing performance information and stakeholder consultation	✓
Aligned to the seven strategic aspects of improvement	✓

Performance Improvement Objective 1

Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities

Senior Responsible Officer: Director, Active and Healthy Communities

Why this matters

Good health is one of the most valued aspects of our lives. It influences many dimensions of well-being, such as employment, income, social connections, participation in community life and educational attainment. 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 collaborating with community planning partners, promoting physical, mental and emotional well-being and encouraging residents to make healthy and informed lifestyle choices.

The demographic profile of our community not only has an impact on the services the Council provides, but on the way these services are delivered in the future. With the population of the District projected to grow by 3% by 2022, including an 18% increase in residents aged 65 years and above, the overall health and wellbeing needs of local communities are set to change and evolve. Whilst the majority of residents are currently in good health, with no long term health problems, over a third of those aged 65 years and above have a long term health problem or disability which limits their day to day activities.

As life expectancy rises, health inequalities remain a key issue within our most deprived communities. Newry, Mourne and Down currently has the third highest number of neighbourhoods within the top 100 most deprived across Northern Ireland, and these neighbourhoods are more likely to experience health inequalities in terms of obesity rates, drug and alcohol related conditions and self harm.

Your views

Our performance improvement objectives are based on the issues that matter most to you. Over the past three years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective, and 'parks and open spaces' and 'leisure and recreation' are generally amongst the top priority areas for improvement.











These findings have been reinforced by the results of our **Residents Survey** which reveal that:

- Whilst 'accessible leisure centres' is amongst the lesser priorities for improvement, 'improving people's health and wellbeing (and reducing health inequalities)' and 'improving our parks and green spaces and protecting our natural and built environment' are amongst the top priorities for improvement
- 96% of residents feel it is important to invest in improving health and wellbeing (eg. leisure centres)
- 78% of residents are physically active once a week for 30 minutes

Looking Back

Our performance: April 2017 - September 2018

Newry and Down Leisure Centres open and 'Be Active' campaign launched	
Increase in the total number of attendances across six leisure facilities	
Average satisfaction rating of 73.5% across the six leisure facilities	
One new play park open and 15 play parks upgraded	
Review of leisure facilities complete	
1,871 children / young people took part in the Community Play initiatives	
Albert Basin Task and Finish Working Group is considering options to progress the development of a park in Newry City	
Multi-stakeholder Activity, Promotion and Development Plan produced	

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made, where projects have been subject to delay and the key improvement activities planned for the coming year.

Going Forward

Supporting actions

- Provide and operate high quality leisure facilities through the implementation of the Indoor Leisure Business Plan:
 - Improve the customer experience at all leisure facilities by rolling out the 'Be Active' campaign and mobile technology solutions
 - Undertake Customer Satisfaction Surveys across selected leisure facilities by Q4 2019-20
- Upgrade and improve existing sports facilities through the implementation of year three of the Sports Facility Strategy
- Provide and improve fixed and non-fixed play opportunities for children and young people through the continued implementation of the Play Strategy
- Engage children and young people in Community Play and other health and wellbeing initiatives across the District
- Provide opportunities for women, girls, people with a disability and people from areas of high social need to participate in physical activity programmes
- Consider options to progress the development of a park at the Albert Basin, Newry

Measures of success

- 14% increase in attendances at indoor leisure facilities
- Level of customer satisfaction with indoor leisure facilities

<ul style="list-style-type: none"> • Number of children and young people engaged in Community Play and other health and wellbeing initiatives • Number of participants from targeted groups involved in physical activity programmes 	
Outcomes for local communities and stakeholders	
<ul style="list-style-type: none"> • Improved and accessible provision of indoor and outdoor sport, leisure and recreational facilities and activities • Improved awareness and increase in the number of residents making healthy lifestyle choices by using sport, leisure and recreational activities • Improved customer satisfaction with indoor leisure facilities • Improved levels of health and wellbeing 	
Corporate Plan Priority	Support improved health and wellbeing outcomes
Community Plan Outcome	All people in Newry, Mourne and Down enjoy good health and wellbeing
Programme for Government Outcome	We enjoy long, healthy, active lives
Alignment with the 7 aspects of improvement	Strategic effectiveness / Service quality / Service availability / Fairness / Sustainability / Efficiency / Innovation

Performance Improvement Objective 2

Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination

Senior Responsible Officer: Director, Enterprise, Regeneration and Tourism

Why this matters

A thriving economy is central to the quality of life in Newry, Mourne and Down. Located on the economic corridor between Belfast and Dublin, our District has a real opportunity to compete, by driving growth in the existing business base, increasing productivity and attracting new businesses. We will continue to work with partners to create a climate for innovation and competitiveness by progressing the strategic projects which form part of the Belfast Region City Deal, including the Southern Relief Road and visitor attractions in the Mourne Mountains.

The challenges and opportunities presented through Brexit will have an impact on the communities we serve, and the Council has taken a proactive role in lobbying and advocating for the needs of the region. Deprivation also remains a growing issue across the District. Three neighbourhoods are now ranked as the top three most deprived in terms of income across Northern Ireland and a further 34 fall

within the 25% most deprived in terms of 'employment' and 'education skills and training'. The median gross annual salary of £20,093 falls below the regional average of £22,016, and the number of residents aged 16-64 years who are economically active has declined from 75.7% in 2016 to 68.4% in 2017, which is below the current regional average of 72.3%.

Worth £90m to the local economy in 2017, tourism is also a critical driver for economic growth in Newry, Mourne and Down. As a popular destination for domestic tourists, the District is rich with tourism assets and scenic beauty, which contributed to a 3.2% increase in the number of visitors and a 48% increase in visitor spend between 2016 and 2017. The continued implementation of the Tourism Strategy and the emerging Arts, Culture and Heritage Strategy will help promote Newry, Mourne and Down as a premier, year-round mountain and maritime destination, recognised for its EPIC experiences in outdoor adventure, its rich tapestry of cultural heritage, myths and stories, as well as its authentic local life.

Your views

Our performance improvement objectives are based on the issues that matter most to you. Over the past three years, almost all respondents to consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'economic development and tourism' and 'arts, culture and events' as priority areas for improvement. The consultations also highlighted the importance of investing in coastal areas and tourist attractions, bridging the skills gap between education and employment and recognising the positive contribution a thriving arts and culture scene can have on community life, all of which the Council will continue to focus on during 2019-20.






These findings have been reinforced by the results of our **Residents Survey** which reveal that:

- 'Supporting local businesses, attracting investment and jobs' and 'improving skills, employability and job prospects' are amongst the top priorities for improvement
- 48% of residents believe that investment to grow the economy, create jobs and attract tourists is the most important type of investment for the area
- 15% of residents have participated in or attended an Arts, Heritage and Culture activity or event in the past 12 months

Looking Back

Our Performance: April 2017 - September 2018

243 jobs promoted and 250 new business starts supported through business start up activity	
City Deal for the Belfast Region secured	
Carlingford Lough Greenway between the Weir and Victoria Lock complete	

Development of an Arts, Culture and Heritage Strategy underway	
Destination Experience Development Plan for the Mourne and Ring of Gullion and the Mourne Coast launched	
In 2018, the five Giant Adventure Festivals attracted over 113,500 visitors and generated an estimated £3.2m for the local economy*	
<p>*Adverse weather conditions had an impact on two festivals.</p> <p>However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made, where projects have been subject to delay and the key improvement activities planned for the coming year.</p>	
Going Forward Supporting Actions	
<p>Improve economic growth by:</p> <ul style="list-style-type: none"> Promoting new jobs and supporting new business starts through the NI 'Go For It' programme Supporting the growth of the existing business and social enterprise base by delivering the Social Economy and NMD Growth programmes Supporting the establishment and growth of small and micro businesses and the creation of new jobs in rural areas through the Rural Business Investment Scheme (Priority 6 of the Rural Development Programme) Supporting the establishment of new jobs and businesses in the fishing dependent communities of Kilkeel, Annalong and Ardglass (Priority 4 of the European Maritime and Fisheries Fund (SEAFLAG 2)) Addressing the skills gap between education and employment in traditional and key growth sectors through the Skills Forum Progressing the Belfast Region City Deal by developing Outline Business Cases for the Regeneration of Newry City, visitor attractions in the Mourne Mountains and 'skills and employability' and 'digital connectivity' initiatives <p>Become a premier tourism destination by:</p> <ul style="list-style-type: none"> Submitting a revised application to the UK National Commission for UNESCO for Global Geopark status for the Mourne and Ring of Gullion by November 2019 Completing phase 2 of the Carlingford Lough Greenway, from Victoria Lock to Omeath, by Q1 2020-21 Developing and delivering further Visitor Experience Plans Launching the Arts, Culture and Heritage Strategy to increase participation in cultural activities Organising five Giant Adventure Festivals across the District: <ul style="list-style-type: none"> Footsteps in the Forest (Slieve Gullion) Skiffie Festival (Strangford Lough) Wake the Giant Festival (Warrenpoint) Festival of Flight (Newcastle) City of Merchants Festival (Newry) 	

Measures of success

- 301 business plans approved, 205 new business starts and 155 new jobs promoted
- 8 new social enterprise starts, 12 new jobs created and 30 new volunteers recruited
- 40 community groups and organisations provided with business planning, start-up and business development support
- 190 businesses supported through NMD Growth
- 55 new micro and small rural businesses created by March 2020
- 30 micro and small businesses in rural areas supported by March 2020
- 97 new jobs created in rural areas by March 2020
- 55 new jobs created in fishing dependent communities by 2022 (includes Portavogie)
- 22 new businesses created in fishing dependent communities by 2022 (includes Portavogie)
- 130 new qualifications and skills achieved in fishing dependent communities, through SEAFLAG 2, by 2022 (includes Portavogie)
- Overall growth rate of 6% per annum in overnight expenditure in Newry, Mourne and Down
- Level of footfall on the Great Eastern Greenway
- Number of visitors to the Giant Adventure festivals
- Total estimated spend associated with the Giant Adventure festivals, including direct spend
- Level of visitor satisfaction with Giant Adventure festivals

Outcomes for local communities and stakeholders

- The local economy benefits from an increase in business starts, the growth of local businesses and support for social enterprises
- The rural economy and coastal areas benefit from significant inward investment and the creation and growth of new businesses and jobs
- Local communities, businesses and social enterprises benefit from improved access to job investment, training and mentoring opportunities
- Newry, Mourne and Down becomes a more economically active and prosperous District
- There is an improved level of tourism and an increase in the number of tourists to the District
- The Carlingford Lough Greenway creates a world class, cross border green travel route which improves the local living environment
- Newry, Mourne and Down is recognised as a premier domestic and international tourist destination

Corporate Plan Priorities

Attract investment and support the creation of new jobs
Become one of the premier tourist destinations on the island of Ireland

Community Plan Outcome

All people in Newry, Mourne and Down benefit from prosperous communities

Programme for

We prosper through a strong, competitive, regionally

Government Outcomes	balanced economy We are an innovative and creative society, where people can fulfil their potential We have more people working in better jobs We are a confident, welcoming, outward looking society We have created a place where people want to live and work, to visit and invest
Alignment with the 7 aspects of improvement	Strategic effectiveness / Service quality / Service availability / Innovation

Performance Improvement Objective 3

Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in

Senior Responsible Officer: Director, Enterprise, Regeneration and Tourism

Why this matters

Newry, Mourne and Down is a predominantly rural District with a number of urban settlements around Newry, Downpatrick, Ballynahinch, Kilkeel, Warrenpoint, Crossmaglen and Newcastle. The heritage and landscape of our District is unique and diverse, and protecting the natural and built environment is a key priority for the Council and its citizens, as it creates a sense of place and plays an important role in improving the health and wellbeing of all.

The Council's ambition is for Newry, Mourne and Down to be a vibrant, attractive and better place to live. We are working closely with our partners in government, the EU and across the island of Ireland to renew our city, towns and villages, transforming them into places where people want to live, work and invest in. As a 'place shaper', the Council has ambitious plans for Ballynahinch, Downpatrick, Newry, Warrenpoint and Kilkeel, which are set to benefit from improved transport links, street lighting, pavements, signage and shop fronts.

Road, transport and digital connectivity are instrumental in supporting access to services, tackling social isolation and ensuring the District can compete locally, nationally and internationally. The Council has identified a number of projects to improve road and transport connections, and will continue to address the challenge of improving digital connectivity, so that rural communities can participate fully in all aspects of civic, community and business life. Advancing the production of the Local Development Plan will also support the economic and social needs of the district in line with regional strategies and policies, whilst providing for the delivery of sustainable development.

Your views

Our performance improvement objectives are based on the issues that matter most

to you. Over the past three years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'planning' and 'urban and rural regeneration' as priority areas for improvement. The consultation also highlighted the importance of investing in the physical and digital infrastructure in rural areas, which is being progressed through Village Plans and the Rural Development Programme.



These findings have been reinforced by the results of our **Residents Survey** which reveal that:

- Whilst 'regenerating the local area' is amongst the lesser priorities for improvement, 'improving our parks and green spaces and protecting our natural and built environment' and 'improving our roads infrastructure' are amongst the top priorities for improvement
- 13% of residents in urban areas identify derelict properties as a problem in their local area

Looking Back

Our Performance: April 2017 - September 2018

Warrenpoint Municipal Park restored and re-opened	
Forkhill Greenspace Pathway Project complete	
Late night bus pilot from Newry to Crossmaglen and Kilkeel took place between October-December 2018	
Environmental improvement and revitalisation schemes in Downpatrick, Newry and Warrenpoint complete	
25 Village Plans updated and 20 new Village Plans created	
Multiple initiatives launched to improve digital connectivity	
Consultation on the Preferred Options Paper for the Local Development Plan complete	
Improved processing time for local planning applications	
Increased processing time for major planning applications	

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made, where projects have been subject to delay and the key improvement activities planned for the coming year.

Going Forward

Supporting actions

- Manage and promote the heritage of Warrenpoint Municipal Park by:

- Obtaining the Green Flag award for environmental sustainability by Q1 2019-20
- Carrying out Visitor Surveys in Q2 2019-20
- Creating opportunities for people to volunteer and engage with the heritage of the park
- Implement the Areas of Outstanding Natural Beauty (AONB) Action Plans for the Ring of Gullion and Strangford and Lecale
- Work with the Department for Communities to commence phase III of the Newry Hill Street environmental improvement scheme, to include new street lighting, paving and tree planting (subject to planning permission)
- Work with partners to explore options to complete the final phases of the Forkhill Masterplan, to include an on-site mixed use development
- Undertake the delivery of 16 gateway signs and 7 environmental improvement schemes identified in the Village Plans, to include new street lighting, paving and street furniture (subject to planning permission)
- Commence the delivery of the capital works at the Derrymore Demesne, to include a play area, trail development and other infrastructure projects
- Work in partnership with the relevant Departments to improve digital connectivity across the District
- Progress the production of the Local Development Plan
- Improve the processing times of major and local planning applications and planning enforcement cases

Measures of success

- 34% increase in the number of visitors to Warrenpoint Municipal Park, reaching 27,900 per annum by Q2 2019-20
- 6% increase in visitor satisfaction with Warrenpoint Municipal Park, reaching 74% by Q2 2019-20
- 9% increase in the number of people who believe Warrenpoint Municipal Park enhances their quality of life, reaching 40.5% by Q2 2019-20
- Improved business/visitor perception and reduced/sustained vacant properties by 2020-21, following the completion of the Downpatrick, Newry and Warrenpoint environmental improvement and revitalisation schemes
- Percentage of planning enforcement cases that are processed within 39 weeks
- Average processing time of major planning applications
- Average processing time of local planning applications

Outcomes for local communities and stakeholders

- Warrenpoint Municipal Park and the AONB's enhance the quality of life in the local and surrounding areas
- Enhanced built and natural environment in urban and rural areas, with improved appearance and sense of place
- Urban and rural regeneration projects improve local areas and the quality of life for local communities
- The Rural Development Programme has a positive impact on rural communities and the rural economy

<ul style="list-style-type: none"> • Regeneration and renewal of selected villages across the District • Improved digital connectivity across the District • The Council provides a more efficient and effective Planning Service 	
Corporate Plan Priorities	<p>Lead the regeneration of our urban and rural areas</p> <p>Become one of the premier tourist destinations on the island of Ireland</p> <p>Attract investment and support the creation of new jobs</p> <p>Protect our natural and built environment</p> <p>Advocate on your behalf specifically in relation to those issues which really matter to you</p> <p>Transform and modernise the Council, providing accessible as well as value for money services</p>
Community Plan Outcomes	<p>All people in Newry, Mourne and Down benefit from prosperous communities</p> <p>All people in Newry, Mourne and Down get a good start in life and fulfil their lifelong potential</p>
Programme for Government Outcomes	<p>We are an innovative and creative society, where people can fulfil their potential</p> <p>We are a confident, welcoming, outward looking society</p> <p>We connect people and opportunities through our infrastructure</p> <p>We live and work sustainably – protecting the environment</p> <p>We have created a place where people want to live and work, to visit and invest</p>
Alignment with the 7 aspects of improvement	<p>Strategic effectiveness / Service quality / Service availability / Fairness / Sustainability / Innovation</p>

Performance Improvement Objective 4

Increase the rate of recycling, reduce the amount of waste going to landfill and improve the level of cleanliness across the District

Senior Responsible Officer: Director, Neighbourhood Services

Why this matters

The environment is one of the three strategic pillars which underpin the process of community planning. Living in a clean, green, quality environment has a direct impact on the general wellbeing of those who live, work and visit an area. The Council has a key role to play in working with local communities to protect the environment and ensure that streets, parks and open spaces are kept clean and tidy, so that Newry, Mourne and Down is a District we can all be proud of. Through the Neighbourhood Services Transformation Project, the Council is exploring ways to modernise service provision and make it easier for customers to report environmental issues around refuse collection, street cleansing, graffiti and fly

tipping.

Managing municipal waste is also a key responsibility of local government and Newry, Mourne and Down District Council has made significant progress in reducing the amount of waste going to landfill and increasing the rate of recycling. In order to meet the recycling target of 50% by 2020, the Council has introduced a range of schemes which have been instrumental in reducing the amount of black bin waste whilst increasing the amount of blue and brown bin waste.

Your views

Our performance improvement objectives are also based on those things that matter most to you. Over the past three years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'waste collection and recycling' and 'street cleansing' as priority areas for improvement.

However, based on the consultation and engagement feedback in 2019-20, when a growing number of respondents 'disagreed' with this performance improvement objective, as well as ongoing work in developing and reviewing the objectives, objective 4 has been amended, so that it is more focused on delivering tangible outcomes for local communities:

'Create a cleaner, greener, more attractive District'

has been amended to:

'Increase the rate of recycling, reduce the amount of waste going to landfill and improve the level of cleanliness across the District'

The 'supporting actions' and 'measures of success' for performance improvement objective 4 remain similar to previous years, with an additional action around enforcement. However, given the long term nature of the Neighbourhood Services Transformation Project, this 'supporting action' will be monitored through the Directorate Business Plan in the future.



This has been reinforced by the results of our Residents Survey which reveal that:

- 'Improving our parks and green spaces and protecting our natural and built environment' is amongst the top priority for improvement
- Dog mess and dog fouling is the top perceived problem for residents
- 86% of residents state it is important to them to recycle
- 47% of residents would like to use the website to report a problem (eg. littering)

Looking Back

Our Performance: April 2017 - September 2018

Neighbourhood Services Working Group established	
Decrease in black bin waste and increase in blue and brown bin waste	
Reduction in the amount of biodegradable municipal waste sent to landfill	
Increase in the amount of household waste that is recycled	
Over £52k awarded to 25 environmental improvement projects through 'Down Your Street – Live Here, Love Here'	
Reduction in the street cleanliness score across the District	
Downpatrick Household Waste Recycling Centre delayed	

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made, where projects have been subject to delay and the key improvement activities planned for the coming year.

Going Forward

Supporting actions

- Increase and support public participation in local clean up campaigns and initiatives such as 'Live Here, Love Here' and 'Cleaner, Greener Communities'
- Address issues around dog fouling, littering and illegal dumping through the development of the Enforcement Improvement Plan and implementation of the Dog Fouling Strategy
- Undertake targeted awareness raising to communicate the detrimental impact of environmental crime and the importance of recycling
- Standardise how glass is collected across the District
- Open the Downpatrick Household Recycling Centre by Q2 2019-20
- Review Household Recycling Centres across the District, in relation to opening hours, entrance and usage, receipt of waste and license conditions

Measures of success

- 50% of household waste collected by the Council that is sent for recycling by 2020 (including waste prepared for reuse)
- Reduction in the amount of biodegradable Local Authority collected municipal waste that is landfilled to <20,954 tonnes
- Amount of Local Authority Collected Municipal Waste Arisings
- Reduction in black bin waste and increase in blue and brown bin waste
- Amount of general waste arisings at Household Recycling Centres
- Refuse collection completion rate
- Level of street cleanliness across the District

Improvements for local communities and stakeholders	
<ul style="list-style-type: none"> • The Council meets landfill and recycling targets • Efficient and effective recycling, composting, bin collection and cleansing services • Local communities benefit from living in a cleaner, greener environment • Improved civic and community pride in the District 	
Corporate Plan Priorities	Protect our natural and built environment Transform and modernise the Council, providing accessible as well as value for money services
Community Plan Outcome	All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment
Programme for Government Outcome	We live and work sustainably – protecting the environment
Alignment with the 7 aspects of improvement	Strategic effectiveness / Service quality / Service availability / Sustainability / Efficiency / Innovation

Performance Improvement Objective 5

Encourage and empower local communities to participate in Council engagement structures and initiatives

Senior Responsible Officer: Director, Active and Healthy Communities

Why this matters

Social connections and interactions are fundamental drivers for improving the physical, mental and emotional well-being of local people. Newry, Mourne and Down District Council is committed to investing in communities and building their capacity to participate in shaping the services which have an impact on their quality of life. Through the DEA Fora, Policing and Community Safety Partnership, Neighbourhood Renewal Partnerships, PEACE IV Partnership and the Strategic Stakeholder Forum, the Council is empowering local people to have a voice in shaping their future and their District. The success of the 'participatory budgeting' programme also represents new and innovative ways to empower local people to address issues in their locality.

Community safety remains a key issue across the District, as the number of residents taking responsibility for their personal safety through our 'Neighbourhood Watch', 'Home Secure' and 'Good Morning Good Neighbour' Schemes continues to grow. Home to many different communities, the Council also recognises the significant and diverse role the voluntary and community sector plays in connecting communities and facilitating a sense of belonging to the area. The Council remains committed to building community capacity and supporting local voluntary groups through the annual Financial Assistance Scheme.

Your views

Our performance improvement objectives are also based on the issues that matter most to you. Over the past three years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'community services' as a priority area for improvement. The consultation also reinforced the need for effective engagement with young people and targeted support for the most vulnerable groups within society, both of which will be addressed going forward.



These findings have been reinforced by the results of the Residents Survey which reveal that:

- 'Improving community relations (Good Relations) and safety, reducing crime and anti-social behavior' and 'supporting our older and most vulnerable residents' are amongst the top priorities for improvement
- 95% of residents feel it is important to invest in creating shared spaces to bring communities together
- 69% of residents feel they have a say on things happening or how services are run in the local area
- 72% of residents agree that their local area is a place where people from different backgrounds get on well together
- 94% of residents feel safe during the day and 87% feel safe after dark

Looking Back

Our Performance: April 2017 - September 2018

Corporate Consultation and Engagement Strategy adopted	
52% of places occupied on community engagement structures are taken by representatives from the community, voluntary and business sectors	
Almost £3m awarded towards a range community based initiatives, including summer schemes and Christmas illuminations	
1,500 visits to the Ethnic Minority Support Centre in Newry between March-September 2018	
£10.5k awarded to community groups to deliver local projects through two 'participatory budgeting' programmes	
Newry, Mourne and Down has achieved Age Friendly status from the World Health Organisation	
Youth Council engaged in the development of the Performance Improvement Plan	

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20, and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made and the key improvement activities planned for the coming year.

Going Forward Supporting actions

- Strengthen the level of engagement and participation in the following structures:
 - Policing and Community Safety Partnership
 - Neighbourhood Renewal Partnerships
 - DEA Fora
 - Peace IV Partnership
 - Community and Voluntary Sector Strategic Stakeholder Forum
- Reduce the risk of being burgled and address the fear of crime by encouraging residents to access the following schemes:
 - 'Neighbourhood Watch' Scheme
 - 'Good Morning, Good Neighbour' Scheme
 - 'Home Secure' Scheme
- Through the Financial Assistance Scheme, support local community and voluntary groups to deliver projects across key areas including festivals, sports development, community engagement, good relations, community development, community safety and Irish Language
- Positively engage local groups in Council initiatives, including young people, older people and black and minority ethnic communities
- Explore opportunities to strengthen community engagement in local decision-making through 'participatory budgeting'

Measures of success

- Number of meetings, events and capacity building programmes, including attendance levels and participation evaluation
- The effectiveness of Council run community engagement structures in facilitating stakeholder participation
- Number of Neighbourhood Watch Schemes
- Number of beneficiaries of the 'Good Morning, Good Neighbour' and 'Home Secure' Schemes
- Number and percentage of financial assistance projects funded and successfully delivered
- Number of visits to the Ethnic Minority Support Centre
- Number of participants aged 0-24 years who complete approved PEACE IV programmes to develop soft skills and respect for diversity by 2020

Outcomes for local communities and stakeholders

- More informed decision-making, policy development and service provision
- Local communities and stakeholders are actively engaged in supporting the work of the Council and its partners
- Decrease in the number of people reporting to live in fear and a reduction in the incidents of burglary
- Community groups receive financial support towards meeting their objectives and delivering projects across a range of themes, including community safety, community relations, good relations, community engagement, community development, Christmas illuminations and capital projects

<ul style="list-style-type: none"> Newry Mourne and Down is a more inclusive, cohesive and vibrant District, with confident and empowered communities 	
Corporate Plan Priority	Empower and improve the capacity of our communities
Community Plan Outcome	All people in Newry, Mourne and Down live in respectful, safe and vibrant communities
Programme for Government Outcomes	We have a more equal society We have a safe community where we respect the law and each other We are a shared society that respects diversity
Alignment with 7 aspects of improvement	Strategic effectiveness / Service quality / Service availability / Fairness / Innovation

Statutory Performance Indicators and Standards

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

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

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

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

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

Self Imposed Performance Indicators

The Council has identified the following self imposed performance indicators to measure progress in delivering the Corporate Plan 2015-19.

Corporate Priority	Measure of Success
Become one of the premier tourist destinations on the island of Ireland	Increased number of visitors
	Increased dwell time of visitors
	Increased visitor spend
Attract investment and support the creation of new jobs	Increased number of new businesses started
	Increased levels of employment
	Major planning applications processed within 30 weeks
Support improved health and wellbeing outcomes	Two leisure centres constructed and operational
	Increase in the number of people using Council leisure facilities
Protect our natural and built environment	Level of waste to landfill – zero waste to landfill across the District
	Completion of flood defences at Camlough Lake
	70% of planning enforcement cases processed within 39 weeks
Lead the regeneration of urban and rural areas	Increased number of new jobs and businesses created in rural areas
Advocate on your behalf, specifically in relation to those issues that really matter to you	Increased broadband and mobile coverage
	Improved roads infrastructure
Empower and improve the capacity of our communities	Community Plan completed and published by mid 2016
	7 Community Fora established across the entire District with associated action plans
Transform and modernise the Council, providing accessible as well as value for money services	Increased citizen satisfaction
	Increased employee satisfaction
	Reduced absenteeism
	IIP/CSE accreditation
	Annual Improvement Plan validated by the Local Government Auditor

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

- Inclusion within the Performance Improvement Plan, with progress being monitored by the Strategy, Policy and Resources Committee and Audit Committee through the annual Assessment of Performance.

- Some performance indicators are included within Directorate Business Plans, with progress being monitored on a bi-annual basis by the relevant Council Committee.

As the Council's performance management arrangements continue to strengthen and embed, the current suite of self imposed performance indicators will be reviewed as part of the development of the Corporate Plan 2019-23, and aligned to community planning outcomes. This will ensure the Council continues to address the needs and aspirations of local communities and deliver sustainable outcomes for all, now and in the future.

Appendix 1

Identifying the Performance Improvement Objectives

In 2017-18, Newry, Mourne and Down District Council set performance improvement objectives which covered a number of years and have therefore been carried forward to 2018-19 and 2019-20. However, Performance Improvement Objective 4 has been amended, to become more focused on delivering tangible environmental improvements in relation to waste, recycling and cleanliness across the District. Each objective is underpinned by a suite of 'supporting actions' and 'measures of success', with annual milestones included where appropriate.

The performance improvement objectives have been developed in close liaison with elected members and staff across the organisation. Each objective is clearly aligned to the district's community planning outcomes and corporate priorities, as well as other regional and local plans. These plans are outlined below and have been developed using a robust and reliable evidence base, as well as consultation and engagement feedback from key stakeholders. They influence and guide the overall direction of travel for the organisation.

- Programme for Government
- Community Plan for Newry, Mourne and Down 2017-2030, Thematic Delivery Plans and District Electoral Area (DEA) Action Plans
- Newry, Mourne and Down District Council Corporate Plan 2015-2019
- Thematic plans and strategies, including the Tourism Strategy, Economic Regeneration and Investment Strategy and Play Strategy
- Annual Directorate Business Plans

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

- The Northern Ireland Audit Office Audit and Assessment Reports and the 'proposals for improvement', which are currently being progressed
- The Assessment of Performance 2017-18, including progress against corporate priorities, performance improvement objectives and statutory performance indicators and standards for economic development, planning and waste management
- The Mid Year Progress Report for the Performance Improvement Plan 2018-19

Community Planning Outcomes

The Community Plan for Newry, Mourne and Down provides a framework for collaborative working to deliver positive change for our communities. It sets out the following long term overarching vision and five positive outcomes 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'.

Our Outcomes

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



Corporate Priorities

The Corporate Plan 2015-19 sets out the Council's vision for the district. It ties together a number of plans and strategies that will enable the Council to deliver the following mission and eight priorities. The Corporate Plan will contribute to achieving the overarching vision and outcomes within the Community Plan.

'Lead and serve a District that is prosperous, healthy and sustainable'



The Council is currently in the process of developing the Corporate Plan 2019-23. This new plan will provide the strategic context for reviewing the current performance improvement objectives, ensuring they continue to have a positive impact on the sustainable quality of life and environment for local communities across the District.

Alignment with the Strategic Aspects of Improvement

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

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

The table below provides an overview of how Newry, Mourne and Down District Council's performance improvement objectives 2019-20 are aligned with the seven specified aspects of improvement:

Performance Improvement Objective	Seven Aspects of Improvement						
	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities	✓	✓	✓	✓	✓	✓	✓
Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination	✓	✓	✓				✓
Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in	✓	✓	✓	✓	✓		✓
Increase the rate of recycling, reduce the amount of waste going to landfill and improve the level of cleanliness across the District	✓	✓	✓		✓	✓	✓
Encourage and empower local communities to participate in Council engagement structures and initiatives	✓	✓	✓	✓			✓

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

- Legitimate
- Clear
- Robust
- Deliverable
- Demonstrable

Equality Screening and Rural Needs Impact Assessment

In accordance with the Section 75 requirements of the Northern Ireland Act (1998), whereby the Council must carry out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations, the Performance Improvement Plan has been subject to an equality screening. The outcome of the equality screening process determined that the Performance Improvement Plan 2019-20 is not subject to an equality impact assessment with no mitigating measures required.

In accordance with the Rural Needs Act Northern Ireland (2016), the Council has given due regard to rural needs by carrying out a Rural Needs Impact Assessment of the Performance Improvement Plan 2019-20.

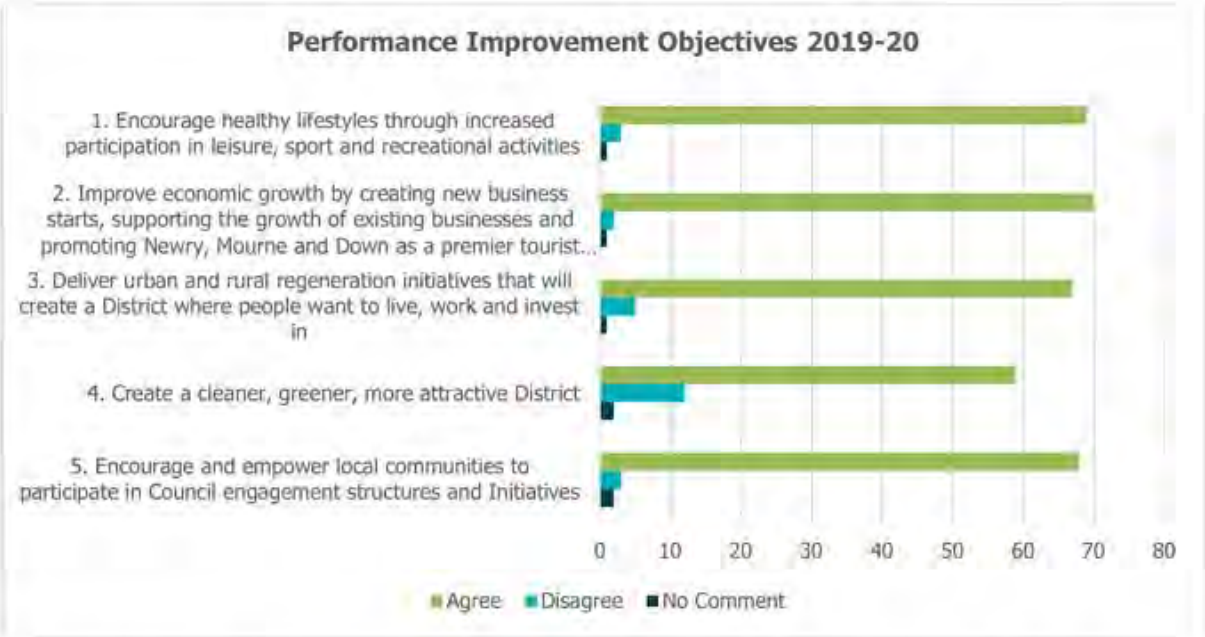
Consultation and Engagement

The Council is committed to listening to local people and taking on board their views. Over the past three years, the Council carried out extensive consultation and engagement, inviting key stakeholders, including elected members, residents, local businesses and community planning partners to put forward their views on the proposed performance improvement objectives.

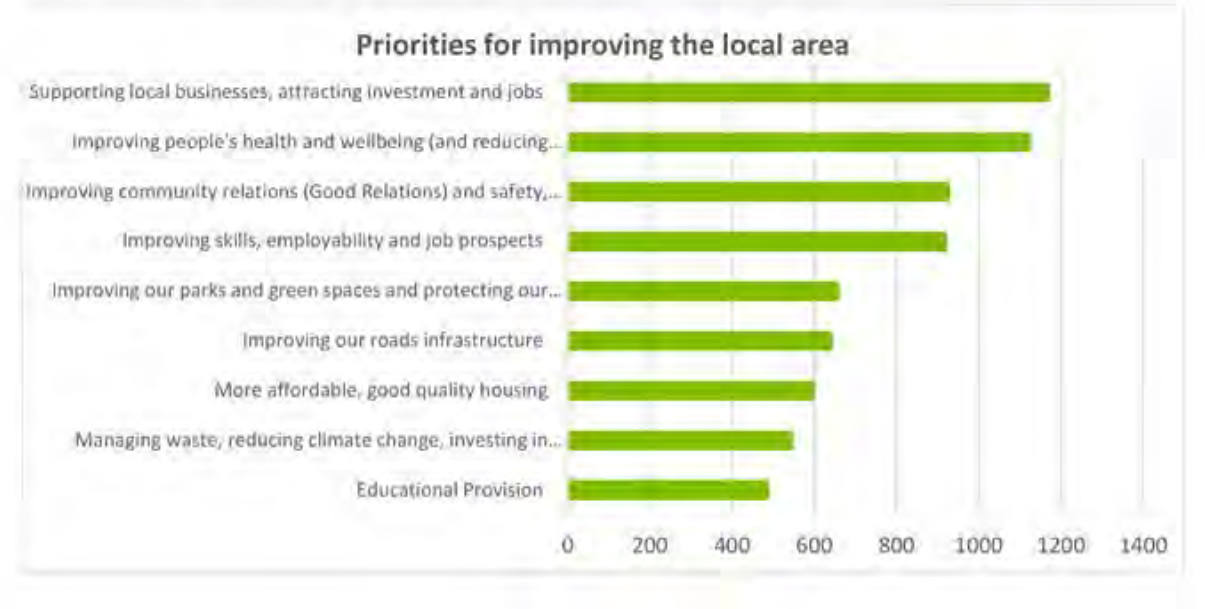
This year, the Council consulted on the performance improvement objectives and corporate priorities at the same time, in order to understand the key issues across our District and ensure the organisation is working towards common goals. This integrated consultation and engagement process was made up of the following elements which resulted in a total of 838 completed surveys, in addition to engagement with around 370 stakeholders.

Electronic documentation and survey on the proposed performance improvement objectives 2019-20 on the Council's website and social media channels, and at public reception areas in Newry and Downpatrick	74 respondents
Independent Residents Survey for those aged 16+ with quotas applied for age, gender, social class and District Electoral Area	764 respondents
Engagement with the: <ul style="list-style-type: none"> District Electoral Area (DEA) Fora, which are made up of Elected Members and independent members representing the voluntary, business and community sectors Section 75 groups, including Youth Councils, Older Person's Forum and Ethnic Minority Support Centre Business sector, elected members and employees, including the Senior Management Team and Corporate Management Team 	370 Consultees

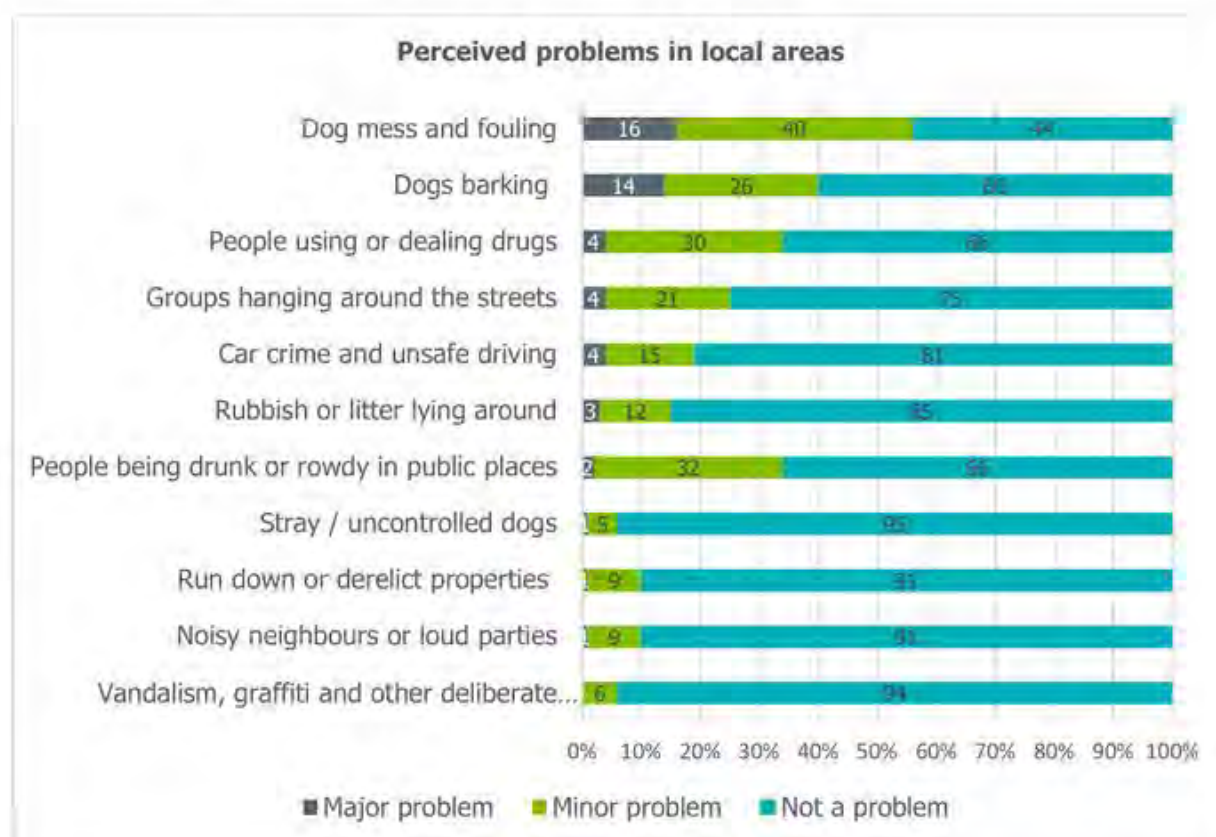
Over the past three years, the consultation and engagement process revealed widespread support for the proposed performance improvement objectives, with almost all respondents agreeing with each of the five objectives.



These findings have been reinforced by the results of the Residents Survey which confirm that the top priorities for improvement are the local economy, health and wellbeing, community relations, good relations, community safety, skills and employability, protecting the environment and managing waste.



These findings are further reinforced by residents, who identify dog mess as the top perceived problem in the local area.



The priority areas for improvement and issues raised through both consultation and engagement processes are clearly aligned to the performance improvement objectives 2019-20, and will be addressed through the Performance Improvement Plan, and as part of the Council's business planning process.

However, based on the consultation and engagement feedback, and the ongoing work in developing and reviewing the performance improvement objectives, objective 4 has been amended, so that it is more focused on delivering tangible outcomes for local communities:

'Increase the rate of recycling, reduce the amount of waste going to landfill and improve the level of cleanliness across the District'

The remaining four performance improvement objectives have been carried forward from 2017-18 and 2018-19. Some of the 'supporting actions' and 'measures of success' which underpin each objective have been reviewed and updated.

Appendix 2

Achieving Continuous Improvement

Transforming and improving how the Council delivers services and how it is organised is a key priority within the Corporate Plan. Newry, Mourne and Down District Council is committed to developing a 'can do' culture, where managing performance and achieving improvement is everyone's responsibility. In pursuing the corporate vision and priorities, the Council has adopted five core values which are fundamental to everything it does.

We will be:	What this means:
Citizen focused	The Council will actively encourage citizen and community engagement, as well as be a listening and responsive Council
Accountable	The Council will make decisions based on an objective assessment of need and operate in a transparent way as well as openly reporting on our performance
Collaborative	The Council will actively encourage and pursue working in partnership at all levels to deliver for our District
Sustainable	The Council will take into account the social, economic and environmental impacts of our decisions on current and future generations
Fair	The Council will proactively target actions at those which are marginalised in our community

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

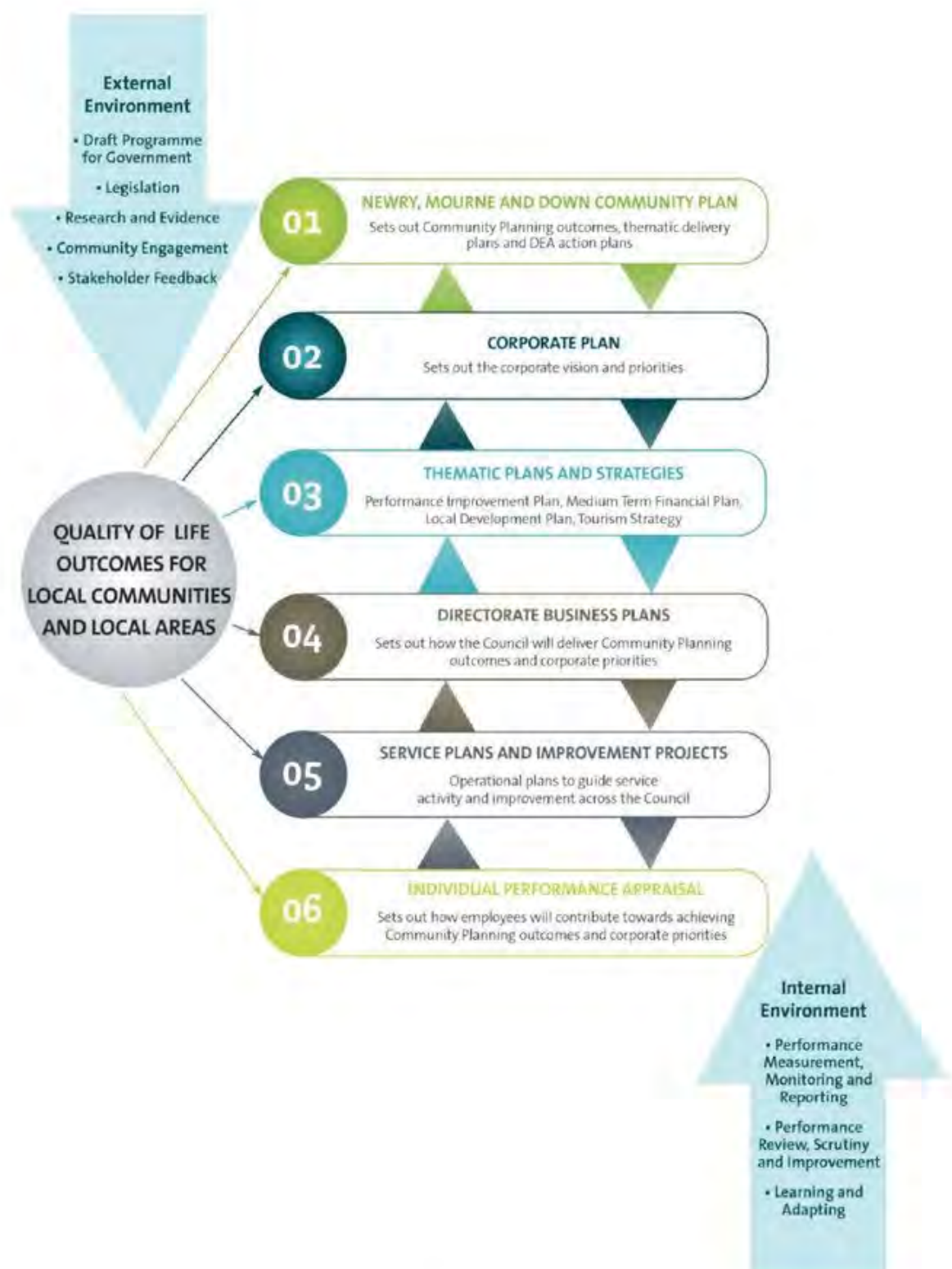
The Council also assesses how performance compares with other Councils. Newry, Mourne and Down District Council is working with the Association of Public Service Excellence to benchmark performance against the performance of Councils across Northern Ireland and other jurisdictions. This information is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

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

Appendix 3

Business Planning and Performance Management Framework

The Council's Business Planning and Performance Management Framework drives and provides assurance that community planning outcomes, corporate priorities and performance improvement objectives are being delivered.



The Community Plan and Corporate Plan sit within a hierarchy of plans that informs the Council's overall direction of travel and guides all activity within the organisation. Community planning outcomes and corporate priorities are cascaded across the organisation through thematic plans and strategies and Directorate Business Plans. Performance indicators are also being developed at all levels across the Business Planning and Performance Management Framework, in order to ensure performance is measured, monitored and evaluated on a continuous basis. The Council remains committed to developing and progressing Service Plans and Individual Performance Appraisals which will demonstrate how employees contribute to the achievement of community planning outcomes and corporate priorities.

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

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

Community Plan	The Community Plan for Newry, Mourne and Down sets out the long term vision for improving the economic, social and environmental wellbeing of the District. Developed in collaboration with partners across the statutory, business and voluntary sectors, the Community Plan is supported by four Thematic Delivery Plans and seven DEA Action Plans, which seek to deliver the five community planning outcomes at a local level. Progress in implementing the Community Plan is reviewed on a biennial basis.
Corporate Plan	The Corporate Plan 2015-19 sets out the vision, values and corporate priorities for the Council. Each corporate priority is underpinned by 'supporting actions' and 'measures of success'. Progress in delivering the Corporate Plan is reported annually through the NMD Connect Newsletter and Assessment of Performance.
Thematic Plans and Strategies	The Council has put in place a number of Thematic Plans and Strategies to support the implementation of the Community Plan and Corporate Plan, including the Performance Improvement Plan, Medium Term Financial Plan, Tourism Strategy and Play Strategy. These plans provide the strategic context for multiple programmes of work across the organisation.
Directorate Business Plans	Business Plans are developed annually and seek to demonstrate how Directorates contribute to the achievement of community planning outcomes, corporate priorities and performance

	improvement objectives. Directorate Business Plans include suites of key performance indicators to measure progress and drive continuous improvement, with performance being monitored and reviewed annually and bi-annually by the relevant Committee.
Service Plans and Improvement Projects	Service Plans and Improvement Projects are operational and will set the direction for service areas across the Council. They will outline how each service supports the delivery of community planning outcomes, corporate priorities and performance improvement objectives, and will include key performance indicators. Service Plans will provide a mechanism to manage performance consistently across the organisation and identify operational improvement projects on a continuous basis.
Individual Performance Appraisal	The Council recognises the significant role employees play in contributing to the achievement of the Community Plan, Corporate Plan, Thematic Plans and Strategies and Directorate Business Plans. The Council remains committed to progressing Individual Performance Appraisal further, in order to demonstrate the crucial link between the work of employees and the outcomes experienced by local communities and other key stakeholders.

Appendix 4

Governance Arrangements

Reviewing performance and reporting progress to elected members and other key stakeholders is very important, as it facilitates transparency, accountability and improvement in everything the Council does. The governance arrangements to develop, monitor, report and review the Council's progress in implementing the Performance Improvement Plan 2019-20 are outlined below:



The Council must publish an Assessment of Performance by 30 September 2019. This assessment will provide an overview of how the Council has performed during 2018-19, against its performance improvement objectives, statutory performance indicators and standards for economic development, planning and waste management and self imposed performance indicators. The Assessment of Performance will be published on the Council's website and is supplemented by the Mid Year Progress Report for the Performance Improvement Plan 2018-19.

The arrangements the Council has put in place to secure continuous improvement are subject to an annual audit and assessment by the Northern Ireland Audit Office. The outcome of the Performance Audit and Assessment is expected in November 2019. Subject to the General Duty of Improvement being met, the Northern Ireland Audit Office will issue a Letter of Assurance to both the Council and Department for Communities.

How to Propose New Performance Improvement Objectives

Newry, Mourne and Down District Council welcomes your ongoing feedback on the performance improvement objectives 2019-20, as well as any suggestions you may have on how services can be improved in the future.

The Council can be contacted in the following ways:

In writing: Kate Bingham
Head of Performance and Improvement
Newry, Mourne and Down District Council
O'Hagan House
Monaghan Row
Newry
Co Down
BT35 8DJ

Telephone: 0300 013 2233

Email: kate.bingham@nmandd.org

Newry, Mourne and Down District Council

Consultation and Engagement Report on the Performance Improvement Objectives 2019-20



Introduction

The Local Government Act (NI) 2014 sets out a General Duty of Improvement, whereby all District Councils must put in place arrangements to secure continuous improvement in the exercise of their functions and set performance improvement objectives for each financial year. Each Council also has a statutory duty to consult key stakeholders on the proposed performance improvement objectives.

Prior to, and as part of the 2019-20 consultation and engagement process, it was proposed that the five existing performance improvement objectives were carried forward from 2017-18 and 2018-19, as approved by the Strategy, Policy and Resources Committee in December 2018 and Audit Committee in January 2019. This was followed by extensive consultation and engagement activity which encouraged key stakeholders, including residents and Elected Members to have their say on the proposed performance improvement objectives.

In line with good practice, and to avoid duplication and consultation fatigue amongst key stakeholders, the consultation and engagement process was further supplemented by and integrated with the consultation and engagement around the development of the Corporate Plan 2019-23. In recognition of the close alignment between the Corporate Plan and Performance Improvement Plan, the Council has used the results from both consultations to inform and finalise the performance improvement objectives 2019-20.

This report provides an overview of the consultation and engagement methodology, analyses the responses which were received and proposes one amendment to the existing suite of performance improvement objectives.

Consultation and Engagement Activity

Between 14 January 2019 – 5 April 2019, Newry, Mourne and Down District Council carried out an twelve week consultation and engagement process with key stakeholders on the draft performance improvement objectives 2019-20, through the following mechanisms:

- Electronic documentation and survey on the Council's website and social media channels
- Hard copies of the documentation and survey at the Council's public receptions in Monaghan Row (Newry), Downshire Civic Centre (Downpatrick) and the Ethnic Minority Support Centre (Town Hall, Newry)
- Public Notices in local newspapers
- Feedback from the 'mock' Council meeting with the Newry and Mourne Youth Council (held on 27 June 2018)

This process was further supplemented by the consultation and engagement on the Corporate Plan 2019-23, which involved:

- Residents Survey (carried out in September 2018)
- Engagement sessions between February-April 2019 with the following stakeholders:
 - Elected Members
 - Seven District Electoral Area Forums
 - Business Sector
 - Strategic Stakeholder Forum
 - Older Persons Forums in Newry and Downpatrick
 - Newry and Mourne Youth Council
 - Senior Management Team, Corporate Management Team and staff

Analysis Methodology

A total of 74 completed surveys were received in response to the consultation and engagement on the Council's draft performance improvement objectives 2019-20. Respondents were asked whether they agreed or disagreed with the draft performance improvement objectives, if they had any comments to make regarding each objective and to put forward their suggested priorities for future improvement.

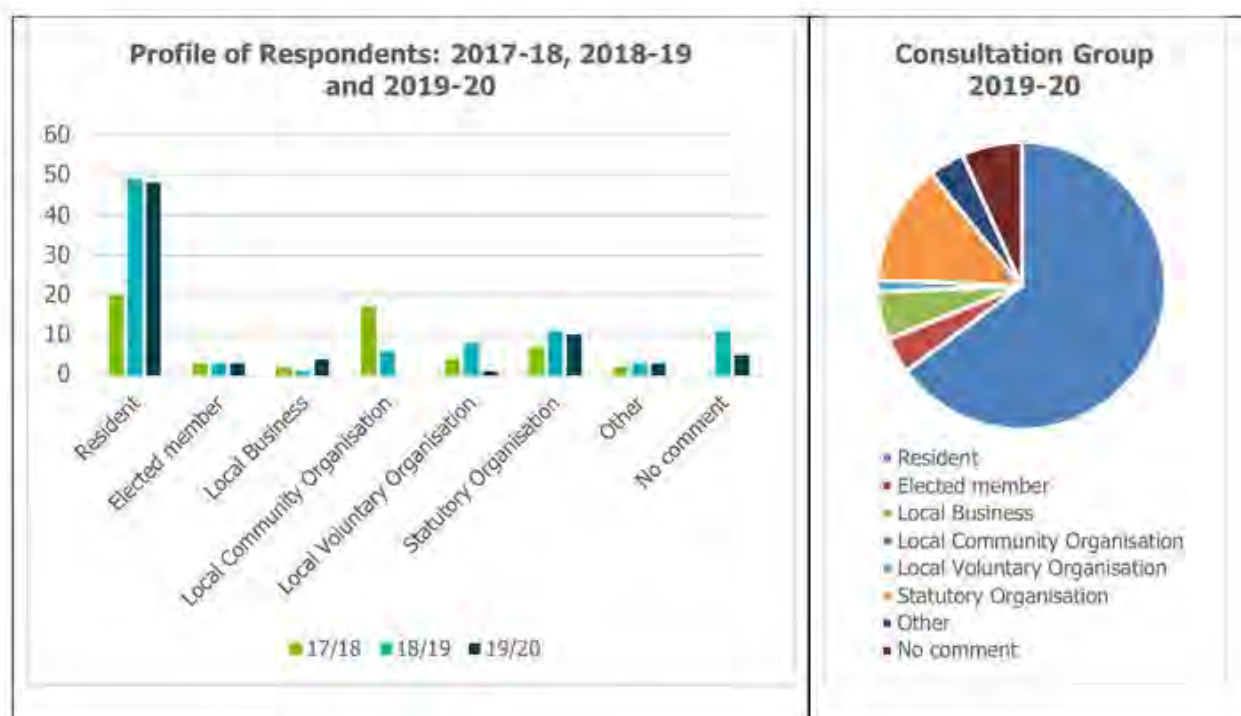
In carrying out the quantitative and qualitative consultation and engagement, a structured process was used to capture responses around each of the five draft performance improvement objectives 2019-20. This process was supplemented by the results of the Residents Survey, which reported a total of 764 respondents. All consultation and engagement responses have been considered and an amendment has been proposed in relation to performance improvement objective 4.

Consultation and Engagement Findings

Profile of Respondents

Performance Improvement Objectives 2019-20

Over the past three years, responses to the draft performance improvement objectives have been received from a range of key stakeholders, with the highest number of responses submitted by residents, local community and voluntary organisations and statutory partners, as outlined in the following chart. In 2019-20, residents were the largest consultation group to respond, and survey responses were also submitted on behalf of the Newry and Mourne Youth Council and Keep It Green.



Corporate Plan 2019-23

The Council engaged a further 1,134 stakeholders in the development of the Corporate Plan, as outlined below:

Residents Survey	764 residents aged 16+ with quotas applied for age, gender, social class and District Electoral Area
Slieve Gullion DEA Forum	19 February 2019, Newtownhamilton Community Centre
Elected Members	25 February 2019, Downshire Civic Centre
Older Person's Forum	26 February 2019, Newry Leisure Centre
Rowallane DEA Forum	27 February 2019, The Hub, Saintfield
Strategic Stakeholder Forum	4 March 2019, Cabra Community Centre
Mournes DEA Forum	12 March 2019, Kilkeel
Crotlieve DEA Forum	12 March 2019, Warrenpoint Town Hall
Down Senior Forum	20 March 2019, Ballymote Centre, Downpatrick
Newry DEA Forum	21 March 2019, The Museum, Newry
Slieve Croob DEA Forum	25 March 2019, The Lodge, Castlewellan
Downpatrick DEA Forum	25 March 2019, Downshire Civic Centre
Youth Council	4 April 2019, Boardroom, Monaghan Row, Newry

Staff Events	3 April 2019, Strangford Road Depot / Downshire Civic Centre / Newry Leisure Centre 4 April 2019, Greenbank / Boardroom, Monaghan Row 9 April 2019, Down Leisure Centre / Newcastle Centre
Senior and Corporate Management Teams	9 April 2019, Boardroom, Monaghan Row
Business Representatives	11 April 2019, Newry Leisure Centre

Analysis of Findings

Performance Improvement Objectives 2019-20

For the past three years, there has been a positive response to the five proposed performance improvement objectives, with almost all respondents agreeing with each objective. However, feedback from the 2019-20 consultation and engagement process suggests that an increasing number of respondents 'disagree' with performance improvement objective 4.

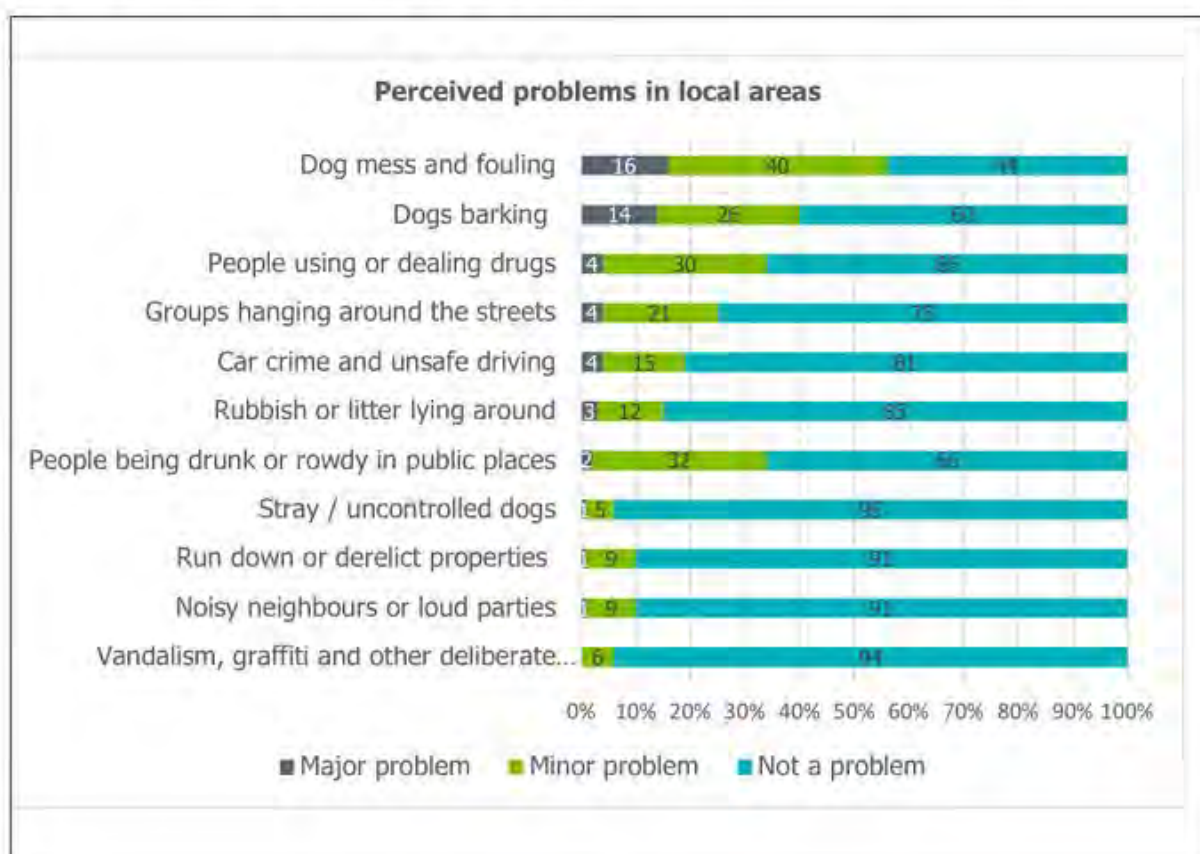


Corporate Plan 2019-23

These findings are further endorsed by the results of the Residents Survey which indicate that the performance improvement objectives broadly address the top priorities for improvement which were identified by residents.



These findings are further reinforced by the fact that residents identify dog mess as the top perceived problem in the local area.



You Said, We Did - Overview of Consultation Feedback

Performance Improvement Objectives

An analysis of the results of all consultation and engagement processes indicates that many of the issues raised will continue to be addressed through the proposed 2019-20 performance improvement objectives, 'supporting actions' and 'measures of success', or as part of the Council's business planning process.

However, based on the consultation and engagement feedback, and ongoing work in developing and refining the performance improvement objectives, objective 4 has been reviewed and amended, so that it is more focused on delivering tangible outcomes for local communities:

'Create a cleaner, greener, more attractive District'

has been amended to:

'Increase the rate of recycling, reduce the amount of waste going to landfill and improve the level of cleanliness across the District'

The remaining four performance improvement objectives have been carried forward from 2017-18 and 2018-19 and are not subject to amendment.

Supporting Actions and Measures of Success

Over the past three years, the consultation and engagement process highlighted the following key issues:

- The need to encourage healthy lifestyles
- The City Park in Newry
- More investment in coastal areas
- Preserving the history and heritage of Bessbrook
- More use of outdoor areas for recreational activities
- The need to address littering and dog fouling
- More community clean ups to improve towns and villages, and encourage civic pride
- Promote environmental issues in schools from an early age
- Improve community engagement and opportunities to engage young people

These issues will continue to be addressed through some of the 'supporting actions' within the Performance Improvement Plan 2019-20, as outlined below:

- Consider options to progress the development of a Park at the Albert Basin, Newry
- Support the establishment of new jobs and businesses in the fishing dependent communities of Kilkeel, Annalong and Ardglass

- Address the skills gap between education and employment in traditional and key growth sectors through the Skills Forum
- Commence the delivery of the capital works at the Derrymore demesne, to include a play area, trail development and other infrastructure projects
- Address issues around dog fouling, littering and illegal dumping through the development of the Enforcement Improvement Plan and implementation of the Dog Fouling Strategy
- Increase and support public participation in local clean up campaigns and initiatives such as 'Live Here-Love Here' and 'Cleaner, Greener Communities'
- Positively engage minority groups in Council initiatives, including young people, older people and people from black and minority ethnic communities

However, based on the consultation and engagement feedback and ongoing work in developing and refining the performance improvement objectives, some key amendments have been recommended to the 'supporting actions' and 'measures of success'.

Performance Improvement Objective 2

- Supporting the growth of the existing business and social enterprise base by delivering the *Social Economy and NMD Growth programmes* (NMD Procurement omitted and measure of success on the number of businesses supported through NMD Growth included)
- *Supporting the establishment of new jobs and businesses* in the fishing dependent communities of Kilkeel, Annalong and Ardglass (*Priority 4 of the European Maritime and Fisheries Fund (SEAFLAG 2)*) – Measures of success have also been amended to include Portavogie with a timescale of 2022
- *Progressing the Belfast Region City Deal* by developing Outline Business Cases for the Regeneration of Newry City, visitor attractions in the Mourne Mountains and 'skills and employability' and 'digital connectivity' initiatives
- Completing the Carlingford Lough Greenway, from Victoria Lough to Omeath, by *Q1 2020-21*
- *Developing and delivering further Visitor Experience Plans*
- *Launching the Arts, Culture and Heritage Strategy* to increase participation in cultural activities
- *97 new jobs created in rural areas by March 2020*
- *Level of footfall on the Great Eastern Greenway* (measure of success included)

The following 'supporting action', which was included in the consultation documentation, has been omitted, and will be monitored through the Enterprise, Regeneration and Tourism Action Plan 2019-20:

- Exploring options to invest in and improve the facilities at Camlough Lake

Performance Improvement Objective 3

The following 'supporting actions', which were included in either the consultation documentation or the Performance Improvement Plan 2018-19 have been omitted

and will be monitored through the Enterprise, Regeneration and Tourism Business Plan 2019-20 and related Action Plans:

- Creation of new jobs and protection of the intangible cultural heritage through the transnational Atlantic CultureScapes project
- Delivery of heritage projects through the 10 year legacy phase of the Ring of Gullion Landscape Partnership Scheme
- Protection of upland landscape through the transnational ASCENT project
- Develop a programme of future regeneration initiatives, incorporating Warrenpoint Baths, Lisburn Street car parks in Ballynahinch, Newry Civic Centre and the former police station and adjacent lands in Downpatrick

Performance Improvement Objective 4

- Increase and support public participation in local clean up campaigns and initiatives such as 'Live Here-Love Here' and '*Cleaner, Greener Communities*'
- *Address issues around dog fouling, littering and illegal dumping through the development of the Enforcement Improvement Plan and implementation of the Dog Fouling Strategy*
- Open the Downpatrick Household Recycling Centre by Q2 2019-20 (delayed and carried forward)

The following 'supporting action', which was included in the Performance Improvement Plan 2018-19, has been omitted and will be monitored through the Corporate Plan 2019-23 and the Neighbourhood Services Directorate Business Plan 2019-20:

- Develop the Neighbourhood Services initiative, including the launch of a dedicated telephone number and online channels to report issues around street cleanliness, refuse collection and environmental crime

Corporate Plan 2019-23

The performance improvement objectives, 'supporting actions' and 'measures of success' have been further endorsed through the engagement sessions on the Corporate Plan. Some of the key points raised are outlined below:

- Projects around mental health are important and accessibility to leisure facilities and green spaces should be improved
- The Council should support schools in developing local skills for future employment
- There should be more emphasis on starting small businesses and supporting existing businesses
- Broadband should be improved in rural areas
- Street cleanliness should be improved and dog fouling should be lifted from play parks, pitches and rights of way
- Litter education programmes should be delivered through schools and there should be more litter Enforcement Officers
- Community groups require assistance and support to access funding

Suggested Areas for Improvement

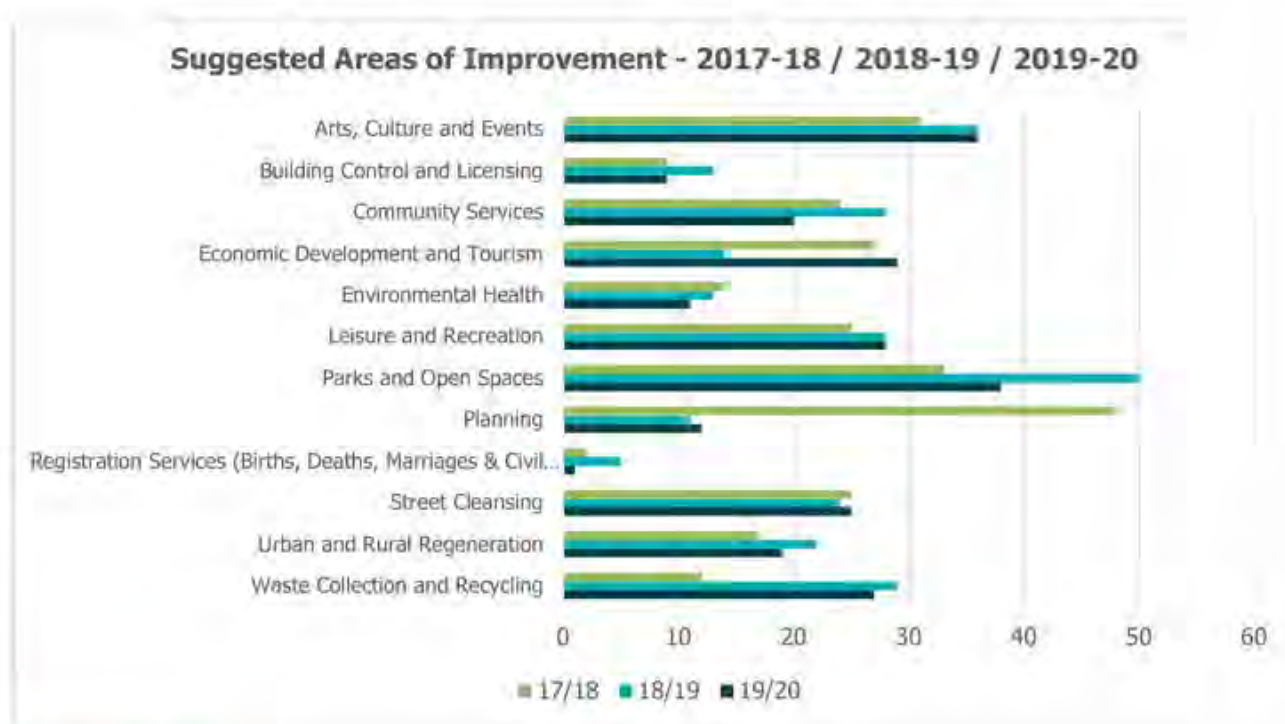
As part of the survey, respondents were also asked to put forward their suggested areas for improvement for 2019-20.

The suggested areas which most need improving are:

- Parks and Open Spaces
- Arts, Culture and Events
- Economic Development and Tourism
- Leisure and Recreation
- Waste Collection and Recycling

The suggested areas which least need improving are:

- Registration
- Building Control and Licensing



Next Steps

Based on the feedback obtained through the consultation and engagement process, as well as the ongoing developmental work around each performance improvement objective 2019-20, this report includes recommendations to amend one of the five draft performance improvement objectives, as well as update, amend and omit selected 'supporting actions' and 'measures of success' across all objectives. These recommendations have been included within the Performance Improvement Plan 2019-20.

The Consultation and Engagement report will be published on the Council's website by 30 June 2019, alongside the Performance Improvement Plan 2019-20. It will also be circulated to key stakeholders to support the business planning process.

Summary of Consultation and Engagement Feedback

Performance Improvement Objective 1

Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities

- Encourage more use of community centres and promote fitness for all ages.
- There are lots of sports facilities in the area, fitness equipment in parks and places to walk in the District.
- There are a wide range of sports facilities and outstanding parks for walking in.
- There are no recreational activities in Warrenpoint.
- Families on low income cannot afford gyms.
- How can you encourage healthy lifestyles when it is cheaper to buy takeaway foods than fruit and vegetables?
- Healthy lifestyles can improve health status and help relieve stress on the health service in the future.
- There is an inadequate number of leisure facilities in South Down.
- There is no information/activity in rural areas to ensure leisure activities are inclusive.
- Minority groups should be encouraged to take part in recreational activities.

Performance Improvement Objective 2

Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination

- More tourism information should be publicised on the NMDDC website.
- Lots of initiatives take place, but more could be done to promote the District.
- There should be more exposure on the internet regarding tourism activities.
- Business rates in Newry City Centre act as a barrier for local businesses. The Council should try to ensure rates are affordable for businesses to grow and be sustainable. This will provide the young generation with secure employment in the future.
- There should be more information regarding the Belfast Region City Deal and further clarification regarding the SEAFLAG project.
- There should be more advertising on what support is in place for business start ups.
- Rostrevor should be treated as a Gateway to the Mournes, similar to Newcastle.
- Reference should be made to the People's Park / Albert Basin.
- The port is a huge economic benefit.

Performance Improvement Objective 3

Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in

- There should be more use of outdoor areas for recreational activities.
- The Council should engage more with the public and seek ideas at Community Forums.
- There is a need for more housing in the area.
- There are very few jobs that would encourage young people to invest in at the present time.
- The NI Housing Executive needs to build more homes throughout the District and deliver more Neighbourhood Schemes.
- Litter bins and rural streets need to be improved.
- Civic pride, community clean-ups and partnership working with relevant agencies will improve our villages, towns and city, and make them more attractive. This will help ensure that individuals and businesses will come and settle in our District.
- Wildlife and indigenous trees need protection.
- Planning should be proactive – keeping the area sustainable by complementing the needs of the community, and inward investment.
- Planning should be introduced as a strategic objective, focusing on sustainability.

Performance Improvement Objective 4

Create a cleaner, greener, more attractive District – amended to -
'Increase the rate of recycling, reduce the amount of waste going to landfill and improve the level of cleanliness across the District'

- Provide more bins in urban areas, produce a dog litter strategy and programmes to tackle the issue.
- Ensure more dog fouling bins and bags are provided, especially along the towpath and public parks.
- Provide more dog litter bins in parks e.g. Derrymore Woodland and the Egyptian Arch have no bins / and it would be useful to have more bins along the main Camlough Road and Derramore Road.
- More recycling bins should be made available to the public and dog litter bins should be placed in more areas, including rural areas.
- Start promoting environmental issues in schools from an early age.
- More needs to be done to clean up our district. Wardens should be on patrol to stop illegal dumping and issue fines to those who are guilty.
- More needs to be done to address the amount of rubbish that is being dumped throughout this district.
- Encourage local businesses to use biodegradable bags and packaging.
- The issues of litter and dog fouling need to be addressed.
- There should be greater reference to the key services of the Council, particularly street cleansing and bin collections.
- Community clean-ups and encouraging civic pride should be improved.

- Reduce and eliminate single use plastics.
- Green transport and promoting the accessibility of charging points is an issue.
- Many housing estates and Council houses require investment.
- A clean environment will help promote investment from outside businesses.
- The Council should collect extra items at no charge, along with bin collections.
- There are issues in relation to trade/commercial waste / landfill / fly-tipping.
- Initiatives such as Ulster in bloom, Britain in bloom, NI best kept awards and green flag awards are horticultural, environmental and community based incentives which assist the Council in improving the local area.

Performance Improvement Objective 5

Encourage and empower local communities to participate in Council engagement structures and initiatives

- There is a lot of support the local community can offer in this field.
- The Council should try to get younger people involved, as this is where they will hopefully live and work in the future.
- More information on Council activities should be publicised, possibly on the internet.
- Further information should be provided, outlining what the Council plans to do for some segments of the population, particularly older people.
- The Council should widely advertise public DEA Forum meetings.
- There should be better door to door engagement with people living in our district, online surveys and community surveys.
- People feel they can't get involved and that their opinions aren't heard (hence people protesting).
- Promote cross community involvement in community based activities.
- There should be better communication systems and policies between the Council and the public.

Objective Delivery Plans 2019-20

Delivery Plans have been developed to demonstrate the arrangements which have been put in place to support the effective implementation of each performance improvement objective. They provide an overview of:

- Responsible Officers
- Alignment with the Community Plan and Corporate Plan
- Rationale for selecting the objective
- Outcomes for local communities and stakeholders
- Governance arrangements for the Performance Improvement Plan
- Meeting the seven legislative criteria
- 'Supporting actions' and 'measures of success'
- Links to existing plans and strategies
- Timescale
- Resources
- Governance arrangements

In recognition of the dynamic nature of the information included within the Objective Delivery Plans, they should be considered as a 'work in progress', subject to change to a continuous basis.

Performance Improvement Objective 1

Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities			
Senior Responsible Officer	Director, Active and Healthy Communities		
Link to Community Plan	All people in Newry, Mourne and Down enjoy good health and wellbeing	Link to Corporate Plan	Support improved health and wellbeing outcomes
Why this objective was selected	<ul style="list-style-type: none"> Health and wellbeing is a priority for the Council and the Community Planning Partnership. There is a direct correlation between the general health and well-being of local communities and physical activity. In recognition of the diverse and evolving needs of our growing population, the Council aims to increase the number of attendances at indoor leisure facilities, improve outdoor facilities and engage targeted groups in active recreation. For the past three years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'parks and open spaces' and 'leisure and recreation' as priority areas for improvement. The Residents Survey confirms that improving people's health and wellbeing and improving parks and open spaces are amongst the top priorities for improvement. 		
Outcomes for local communities and stakeholders	<ul style="list-style-type: none"> Improved and accessible provision of indoor and outdoor sport, leisure and recreational facilities and activities Improved awareness and increase in the number of residents making healthy lifestyle choices by using sport, leisure and recreational activities Improved customer satisfaction with indoor leisure facilities Improved levels of health and wellbeing 		
Governance: Performance Improvement Plan 2019-20	<ul style="list-style-type: none"> Mid Year Progress Report of the Performance Improvement Plan 2019-20 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee. Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee. 		
Meeting the legislative criteria	<p>Strategic Effectiveness: Aligned to community planning outcomes and corporate priorities, and will deliver real benefits and outcomes for local communities and other key stakeholders.</p> <p>Service Quality: The quality of services will continue to improve through the capital programme of works for indoor and outdoor leisure facilities, as well as improved and modernised ways for citizens to access and receive information about leisure services.</p> <p>Service Availability: The continued roll-out of the 'Be Active' brand and mobile technology solutions will improve the availability and accessibility of leisure services for citizens.</p> <p>Fairness: Includes specific actions to engage children, young people, girls, women, people with a disability and people from areas of high social need in physical activity programmes.</p>		

<p>Sustainability: The capital works programme for indoor and outdoor leisure facilities provides a platform for sustainable service provision in the future.</p> <p>Efficiency: Implicit within the Indoor Leisure Business Plan, Sports Facility Strategy and Play Strategy is the drive for efficiency and effectiveness in the way leisure services are delivered, now and in the future.</p> <p>Innovation: Innovative ways to promote physical activity will continue to be rolled out through the 'Be Active' campaign, online booking and joining facilities and mobile apps to track wellness.</p>						
What we are going to do						
Supporting Action	Link to existing Plan/Strategy	Timescale	Measures of Success	Resources	Governance Arrangements	Responsible Officers
<p>Provide and operate high quality leisure facilities through the implementation of the Indoor Leisure Business Plan:</p> <p>Improve the customer experience at all leisure facilities by rolling out the 'Be Active' campaign and mobile technology solutions</p> <p>Undertake Customer Satisfaction Surveys across selected leisure facilities</p>	<p>Indoor Leisure Business Plan</p> <p>Active and Healthy Communities Directorate Business Plan 2019-20</p>	<p>2016-2021</p> <p>Q4 2019-20</p>	<p>14% increase in attendances at indoor leisure facilities by 2019-20</p> <p>Levels of customer satisfaction with indoor leisure facilities</p>	<p>Customer Satisfaction Surveys – within existing subscription to APSE Performance Networks</p> <p>'Be Active' campaign is within existing resources</p>	<p>Annual and bi-annual review of the Active and Healthy Communities Directorate Business Plan 2019-20</p> <p>Periodic progress reports on the implementation of the Indoor Leisure Business Plan to the Active and Healthy Communities Committee</p>	<p>Assistant Director: Sport and Leisure</p> <p>Head of Indoor Leisure</p>

Upgrade and improve existing sports facilities through the implementation of year three of the Sports Facility Strategy	Sports Facility Strategy Active and Healthy Communities Directorate Business Plan 2019-20	2017-22	Implementation of year three of the Sports Facility Strategy	£3.975m over 4 years 2017/18 - £2,185m / 2018/19 - £730k / 2019/20 - £660k / 2020/21 - £400k)	Annual and bi-annual review of the Active and Healthy Communities Directorate Business Plan 2019-20 Periodic progress reports on the implementation of the Sports Facility Strategy and Play Strategy to the Active and Healthy Communities Committee	Assistant Director: Sport and Leisure Head of Outdoor Leisure
Provide and improve fixed and non fixed play opportunities for children and young people through the continued implementation of the Play Strategy	Play Strategy Active and Healthy Communities Directorate Business Plan 2019-20	2017-22	Implementation of years one, two and three of the Play Strategy	£500k pa for 4 years / £2.5m capital works over 5 years The Rural Development Programme provided funding towards play parks across the District.		
Engage children and young people in Community Play and other health and wellbeing initiatives across the District	Play Strategy Active and Healthy Communities Directorate Business Plan 2019-20	2017-22	Number of children and young people engaged in Community Play and other health and wellbeing initiatives			
Provide opportunities for women, girls, people with a disability and people from areas of high social need to participate in physical activity programmes	Everybody Active 2020 Active and Healthy Communities Directorate Business Plan 2019-20	2019-20	Number of participants from targeted groups involved in physical activity programmes	£576,737, including £144,184 for year 4 (2019-20)	Quarterly reporting of EBA 2020 to Sport NI Annual report issued by Sport NI	
Consider options to progress the development of a park at the Albert Basin, Newry	Active and Healthy Communities Directorate Business Plan 2019-20	2019-20	Options for a City Park being identified and considered	£90k in 2019-20	Periodic progress reports to the Strategy, Policy and Resources Committee	Assistant Director: Sport and Leisure Head of Outdoor Leisure

Risk Management	
Risks	Actions to Mitigate Risks
The leisure centres do not achieve projected participant numbers.	Targeted promotional and publicity campaigns will be carried out across the District
The customer experience at indoor leisure centres does not improve.	Plans in place to improve facilities through capital build and investment. Marketing campaigns and mobile technology solutions have also been launched across the District.
The Sports Facility Strategy and Play Strategy are not implemented and progressed.	The Sports Facility Strategy and Play Strategy have been approved and adopted by the Council, each with indicative timetables for delivery. The Council has put in place the human and financial resources to deliver both strategies.
Children and young people do not engage in community play initiatives, which may be seen as 'risky'.	Targeted promotional campaigns will take place. NMDDC will pay regard to the 'Managing Risk in Play Promotion' Guide and commit to adopting a 'risk benefit' approach to play promotion.
Targeted groups do not engage in physical activity programmes.	Programmes are managed, monitored and publicised effectively across the District.
Options in relation to the Albert Basin Park are not considered or progressed.	The Stakeholder Group has been established, governance arrangements are in place and resources have been allocated to progress options around the Albert Basin Park.

Performance Improvement Objective 2

Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination			
Senior Responsible Officer	Director, Enterprise, Regeneration and Tourism		
Link to Community Plan	All people in Newry, Mourne and Down benefit from prosperous communities	Link to Corporate Plan	Attract investment and supported the creation of new jobs Become one of the premier tourist destinations on the island of Ireland
Why this objective was selected	<ul style="list-style-type: none"> Prosperous communities, economic growth and tourism are priorities for the Council and the Community Planning Partnership. A strong and vibrant economy has a positive impact on the overall quality of life for the District. There is an opportunity to capitalise on the geographic location of the District to drive growth and attract inward investment. Through a range of programmes, including the NI Go For It Programme, Rural Development Programme, SEAFLAG 2 and Belfast Region City Deal, the Council will create more employment opportunities and stimulate economic growth. Capitalising on the District's tourism assets will support economic growth and diversification. For the past three years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'arts, culture and events' as a priority area for improvement. 		

	<ul style="list-style-type: none">The Residents Survey reveals that 'supporting local businesses, attracting investment and jobs' is the top priority for improvement.					
Outcomes for local communities and stakeholders	<ul style="list-style-type: none">The local economy benefits from an increase in business start ups, the growth of local businesses and support for social enterprisesThe rural economy and coastal areas benefit from significant inward investment and the creation and growth of new businesses and jobsLocal communities, businesses and social enterprises benefit from improved access to job, investment, training and mentoring opportunitiesNewry, Mourne and Down becomes a more economically active and prosperous DistrictThere is an improved level of tourism and an increase in the number of tourists to the DistrictThe Carlingford Lough Greenway creates a world class, cross border green travel route which improves the local living environmentNewry, Mourne and Down is recognised as a premier domestic and international tourist destination					
Governance: Performance Improvement Plan 2019-20	<ul style="list-style-type: none">Mid Year Progress Report of the Performance Improvement Plan 2019-20 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee.Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee.					
Meeting the legislative criteria	<ul style="list-style-type: none">Strategic Effectiveness: Aligned to community planning outcomes and corporate priorities, and will deliver real benefits to citizens, visitors, businesses and social enterprises.Service Quality: The quality of services will improve through the various programmes, including the NI Go For It, Social Economy Programme, Rural Development Programme and SEAFLAG 2. The quality of tourism will also improve as a result of continued investment in festivals, tourism activities and programmes of work.Service Availability: The continued roll-out of programmes to businesses, social enterprises, fishing dependent communities and rural communities will improve access to and availability of key services, as well as the overall quality of life in the District.Innovation: Implicit within this objective are innovative ways to promote new jobs, support businesses and social enterprises, improve tourism and increase visitor numbers and spend across the District.					
What we are going to do						
Supporting Action	Link to Thematic Plan/Strategy	Timescale	Measures of Success	Resources	Governance Arrangements	Responsible Officers
Improve economic growth by:						
Promoting new jobs and supporting new	NI Go For It Programme	2019-20	301 business plans approved 205 new business	NMDDC contribution:	Monthly meetings of the regional Management Team	Assistant Director – Enterprise,

business starts through the NI 'Go For It' programme	Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20		starts and 155 new jobs promoted through business start up activity	2018-19: £69,689.80 / 2019-20: £69,689 / 2020-21: £67,333 / 2021-22: £36,507 Regional programme is led by Lisburn and Castlereagh City Council	to monitor and review programme performance Annual and bi-annual review of the Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	Employment and Regeneration Head of Regeneration and Business Development
Supporting the growth of the existing business and social enterprise base by delivering the Social Economy and NMD Growth programmes	Social Enterprise Programme 2019-20 Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	2019-20	8 new social enterprise start ups, 12 new jobs created and 30 new volunteers recruited 40 community groups and organisations provided with business planning, start-up and business development support 190 businesses supported through NMD Growth	Social Enterprise Programme Phase II –: £50,996 NMD Growth – Total: £101,565 including £20,313 from NMDDC (20%) and £81,252 from Invest NI (80%)	Quarterly meetings with Newry Enterprise Agency to monitor and review performance of the Social Economy Programme Monthly meetings with the Delivery Agent to monitor and review the performance of the NMD Growth Programme Annual and bi-annual review of the Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	Assistant Director – Enterprise, Employment and Regeneration Head of Regeneration and Business Development Enterprise Development Officers
Supporting the establishment and	Rural Development (Interim) Strategy	2015-20	55 new micro and small rural businesses created by	2019-20: £1,207,828.01	The Mourne, Gullion and Lecale Local	Assistant Director – Enterprise,

growth of small and micro businesses and the creation new jobs in rural areas through the Rural Business Investment Scheme (Priority 6 Rural Development Programme)	2015-20 Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20		March 2020 30 micro and small businesses in rural areas supported by March 2020 97 new jobs created in rural areas by March 2020		Action Group (LAG) produce bimonthly project development and expenditure reports, supplemented by annual reports for submission to DAERA	Employment and Regeneration Rural Development Programme Manager
Supporting the establishment of new jobs and businesses in the fishing dependent communities of Kilkeel, Annalong and Ardglass (Priority 4 European Maritime and Fisheries Fund (SEAFLAG 2))	NI FLAG Strategy 2018-20 Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	2018-22	55 new jobs created in fishing dependent communities by 2022 22 new businesses created in fishing dependent communities by 2022 130 new qualifications and skills achieved in fishing dependent communities, through SEAFLAG 2, by 2022 (includes Portavogie)	£2.3m investment between 2018-22	Monitoring will be carried out throughout the lifetime of the project to ensure that Priority 4 of the SEA-EMFF are invested fairly, sustainably and successfully.	Assistant Director – Enterprise, Employment and Regeneration SEAFLAG Development Manager
Addressing the skills gap between education and employment in traditional and key growth sectors through the Skills Forum	Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20 Skills Forum / Community Planning structures	2019-20	Bi-annual meetings of the Skills Forum	Within existing resources	Skills Forum meetings, which include representatives from the business and education sectors, take place bi-annually.	Assistant Director – Enterprise, Employment and Regeneration
Progressing the	Enterprise,	2019-20	'Heads of Terms' agreed	Within existing	Regular meetings of	Chief Executive

Belfast Region City Deal by developing Outline Business Cases for the Regeneration of Newry City, Newcastle Gateway to the Mourne and 'skills and employability' and 'digital connectivity' initiatives	Regeneration and Tourism Directorate Business Plan 2019-20		and Outline Business Cases developed	resources	the Belfast Region City Deal Councils Annual and bi-annual review of the Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	Director: Enterprise, Regeneration and Tourism Directorate Head of Regeneration and Business Development
Become a premier tourist destination by:						
Submitting a revised application to the UK National Commission for UNESCO for Global Geopark status for the Mourne and Ring of Gullion by November 2019	Tourism Strategy Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	2019-20	Overall growth rate of 6% per annum in overnight expenditure in Newry, Mourne and Down	Within existing resources	Quarterly meetings of the Geopark Steering Group	Assistant Director – Tourism, Culture and Events Head of Tourism
Completing phase 2 of the Carlingford Lough Greenway, from Victoria Lock to Omeath, by Q1 2020-21	Greenway Business Case Greenway Economic Appraisal	2019-20	Level of footfall on the Great Eastern Greenway	Great Eastern Greenway – 3.4m euro secured through EU INTERREG VA Programme, managed by SEUPB, for the delivery of phase 2 from the Weir to Omeath and Carlingford Marina to Carlingford	Monthly Steering Group meetings between partners and funders, including SEUPB and East Border Region	Assistant Director – Enterprise, Employment and Regeneration Project Manager (ERT)

Developing and delivering further Visitor Experience Plans	Tourism Strategy Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	2019-20	Plans developed and delivered	Within existing resources	Bi-monthly meetings of the Visitor Destination Cluster Groups to monitor and review performance	Assistant Director – Tourism, Culture and Events Head of Tourism
Launching the Arts, Culture and Heritage Strategy to increase participation in cultural activities	Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	2019-20	Plan developed and launched	Within existing resources	To be developed and agreed as part of the Strategy	Assistant Director – Tourism, Culture and Events Head of Culture, Arts, Heritage and Events
Organising five Giant Adventure festivals across the District: - Footsteps in the Forest (Slieve Gullion) - Skiffies Festival (Strangford Lough) - Wake the Giant Festival (Warrenpoint) - Festival of Flight (Newcastle) - City of Merchants Festival (Newry)	Tourism Strategy Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	2019-20	Number of visitors to Giant Adventure festivals Total estimated spend associated with Giant Adventure festivals, including direct spend Level of visitor satisfaction with Giant Adventure festivals	Giant Adventure Festivals and overall Events Tourism Programme: £1.2m	Periodic reports to the Enterprise, Regeneration and Tourism Committee	Assistant Director – Tourism, Culture and Events Head of Culture, Arts, Heritage and Events
Risk Management						
Risks			Actions and Controls to Mitigate Against Risks			
Failure to implement an economic development programme to regenerate the District and attract inward investment			Economic Development and Investment Strategy in place. The Skills Forum has been established.			

	NI Go For It, Rural Development Programme, SEAFLAG 2, Social Economy Programme and NMD Growth are in place. Ongoing engagement with central Government and other stakeholders. Joint working arrangements in place to drive forward the Belfast Region City Deal.
Brexit, the impact of Brexit on external funding and the subsequent economic uncertainties for the District, alongside the nature of the Irish border	Council continues to monitor the implications of Brexit and is proactively lobbying and advocating for the needs of the border region.
Lack of applications to programmes, ineligible applications to programmes, eligible applicants get low scores, lack of match funding for projects	Promotional awareness programme and staff support to potential applicants. Promotional material with eligibility criteria and workshops for applicants. Workshops for applicants and staff support. Applicants signposted to other sources of funding
Delays in planning permission for capital projects	Staff work closely with the Planning Department
Capacity to deliver projects and meet targets on time and within budget	Staff capacity and experience. Go for It Project Collaboration Agreement. The Social Economy Programme, Rural Development Programme, SEA FLAG 2 and NMD Growth are in place, with stringent project management and monitoring arrangements.
Visitor numbers and experience at festivals do not improve	Promotional and project management arrangements integrated into each festival. Continuous monitoring and learning from visitor feedback.

Performance Improvement Objective 3

Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in			
Senior Responsible Officer	Director, Enterprise, Regeneration and Tourism		
Link to Community Plan	All people in Newry, Mourne and Down benefit from prosperous communities All people in Newry, Mourne and Down get a good start in life and fulfil their lifelong potential	Link to Corporate Plan	Lead the regeneration of our urban and rural areas Become one of the premier tourist destinations on the island of Ireland Attract investment and supported the creation of new jobs Protect our natural and built environment Advocate on your behalf specifically in relation to those issues which really matter to you
Why this objective was	<ul style="list-style-type: none"> The heritage and landscape of the District is unique and protecting the local environment is a key priority for the 		

selected	<p>Council, Community Planning Partnership and local communities.</p> <ul style="list-style-type: none"> • As a 'place shaper', the Council has a key role to play in attracting inward investment to improve towns and villages and deliver a range of regeneration projects. • Access to broadband is a key issue for residents of rural areas and the Council is committed to working with partner organisations to improve digital connectivity across the District. • For the past three years, the majority of respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'planning' and 'urban and rural regeneration' as key priority areas for improvement.
Outcomes for local communities and stakeholders	<ul style="list-style-type: none"> • Warrenpoint Municipal Park and the Areas of Outstanding Natural Beauty enhance the quality of life in the local and surrounding areas • Enhanced built and natural environment in urban and rural areas, with improved appearance and sense of place • Urban and rural regeneration projects improve local areas and the quality of life for local communities • The Rural Development Programme has a positive impact on rural communities and the rural economy • Regeneration and renewal of selected villages across the District • Improved digital connectivity across the District • The Council provides a more efficient and effective Planning Service
Governance: Performance Improvement Plan 2019-20	<ul style="list-style-type: none"> • Mid Year Progress Report of the Performance Improvement Plan 2019-20 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee • Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee
Meeting the legislative criteria	<p>Strategic Effectiveness: Aligned to community planning outcomes and corporate priorities, and will deliver real benefits and outcomes to citizens.</p> <p>Service Quality: The quality of the local area will improve through Warrenpoint Municipal Park, Forkhill Masterplan and Derrymore Demesne, as well as the delivery of the AONB Action Plans. The quality of the Planning Service will continue to improve through reduced processing times and the production of the Local Development Plan.</p> <p>Service Availability: The continued delivery of regeneration schemes will ensure that all local communities will benefit from a better, more attractive local area.</p> <p>Fairness: Includes specific actions to address existing variances in service provision between urban and rural communities and improve the quality of the local environment through the delivery of the Environmental Improvement Schemes identified in the Village Plans.</p> <p>Sustainability: The continued delivery of regeneration schemes will support the creation of a better, more attractive and sustainable District.</p> <p>Innovation: New and innovative approaches have been introduced to deliver urban and rural regeneration initiatives, such as the Rural Development Programme Cooperation Scheme between Derrymore Demesne and Moorehill, Co Mayo, coupled</p>

	with the establishment of a NI wide consortium to address digital connectivity issues across the District demonstrates innovation.					
What we are going to do						
Supporting Action	Link to Thematic Plan/Strategy	Timescale	Measure of Success	Resources	Governance Arrangements	Responsible Officers
Managing and promoting the heritage of Warrenpoint Municipal Park by: Obtaining the Green Flag award for environmental sustainability by Q1 2019-20 Carrying out Visitor Surveys in Q2 2019-20 Creating opportunities for people to volunteer and engage with the heritage of the park	Warrenpoint Municipal Park: Project Plan / Activity Plan / Project Management Structure / Master Risk Analysis / HLF Letter of Offer Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	2017-21	34% increase in the number of visitors to Warrenpoint Municipal Park, reaching 27,900 per annum by Q2 2019-20 6% increase in visitor satisfaction with Warrenpoint Municipal park, reaching 74% by Q2 2019-20 9% increase in the number of people who believe Warrenpoint Municipal park enhances their quality of life, reaching 40.5% by Q2 2019-20	£1.489m (HLF contribution: £850k / Council: £639k)	Monthly Steering Committee Meetings Quarterly claims to Heritage Lottery Funding (HLF) Monthly / bi-monthly reports to the Enterprise, Regeneration and Tourism Committee	Assistant Director – Enterprise, Employment and Regeneration Head of Regeneration and Business Development Project Development Officer HLF
Implement the Areas of Outstanding Natural Beauty (AONB) Action Plans for the Ring of Gullion and Strangford and Lecale	AONB Action Plans Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	Ongoing	AONB Action Plans are considered and approved by the Enterprise, Regeneration and Tourism Committee and are subject to ongoing monitoring by the funder	Ring of Gullion / Strangford and Lecale AONB Action Plans 2019-20: £294,860 (50% funded by NMDDC and 50% funded by the NI Environment	Bi-monthly meetings and progress reports to both partnerships Regular progress reports to the Enterprise, Regeneration and Tourism	Assistant Director – Enterprise, Employment and Regeneration Head of Regeneration and Business Development Landscape

				Agency	Committee	Partnership and AONB Manager
Work with the Department for Communities to commence phase III of the Newry Hill Street public realm scheme, to include new street lighting, paving and tree planting (subject to planning permission)	Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	2019-20	Improved business/visitor perception and reduced/sustained vacant properties by 2020-21, following the completion of the Downpatrick, Newry and Warrenpoint environmental improvement and revitalisation schemes (Retained from 2018-19 'supporting actions')	Council has allocated capital funding of £40k for 2018-19, £90k for 2019-20 and £90k for 2020-21. The Council will also approach the Department for Communities for funding towards the project.	Monthly meetings of the Task and Finish Committee, which includes Elected Members and Traders, and the Project Board which includes Officers, Consultant and Funder	Assistant Director – Enterprise, Employment and Regeneration Head of Regeneration and Business Development Project Manager (ERT)
Work with partners to explore options to complete the final phases of the Forkhill Masterplan, to include an on-site mixed use development	Forkhill Masterplan	2019-20	Progression of the final phase of the Forkhill Masterplan	Forkhill Masterplan -. £70k allocated towards the Play Park and £120k allocated through the Rural Development Programme.	Forkhill Steering Committee meetings, including Elected Members, community representatives and Government Departments	Assistant Director – Enterprise, Employment and Regeneration Head of Regeneration and Business Development Project Manager (ERT)
Undertake the delivery of 16 gateway signs and 7 environmental improvement schemes identified through the Village Plans, to include new street lighting, paving	Interim Rural Development Strategy 2015-20 Enterprise, Regeneration and Tourism Directorate	2016-20	Funding secured to deliver physical and environmental improvement projects identified through the Village Plans	Rural Development Programme Village Renewal - £3.1m	Project Steering Group, with representatives from funders, Council and the Design Team	Assistant Director – Enterprise, Employment and Regeneration Head of

and street furniture (subject to planning permission)	Business Plan 2019-20			(includes Village Plan improvements, play parks – to be informed by the completion of the Rural Development Programme funded Village Plans)	established. Quarterly reports will be considered by the Enterprise, Regeneration and Tourism Committee and community representatives.	Regeneration and Business Development
Commence the delivery of the capital works at the Derrymore demesne, to include a play area, trail development and other infrastructure projects	Interim Rural Development Strategy 2015-20 Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	2019-20	Technical design complete and contractor appointed	£300k funding allocated by Council. Council to source match funding of circa £520k	Steering Group meetings, led by the Council with representation from the National Trust, local community and the consultancy teams.	Assistant Director – Enterprise, Employment and Regeneration Head of Regeneration and Business Development
Work in partnership with the relevant Departments to improve digital connectivity across the District	Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20 Economic, Regeneration and Investment Strategy 2015-20	2018 - ongoing	Secure funding from DCMS and roll out digital infrastructure investment programme through FFNI (Full Fibre NI) Consortium	Existing resources allocated to lead the NI consortium and deliver £15m investment secured through DCMS.	Periodic progress reports considered by the Enterprise, Regeneration and Tourism Committee	Assistant Director – Enterprise, Employment and Regeneration Business Intelligence Officer
Progress the production of the Local Development Plan Improve the processing time	Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20	2019-20	Percentage of planning enforcement cases that are processed within 39 weeks	Within existing resources	Monthly performance reports to the Planning	Head of Planning

of major and local planning applications, and planning enforcement cases			<p>Average processing time of major planning applications</p> <p>Average processing time of local planning applications</p>		<p>Committee</p> <p>Quarterly and annual reports from DfI</p> <p>Annual and bi-annual review of the Enterprise, Regeneration and Tourism Directorate Business Plan 2019-20</p>	
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Risk Management	
Risks	Actions to Mitigate Against Risks
Lack of applications/ineligible applications/low scoring applicants to the Rural Development Programme	Promotional material with eligibility criteria, staff support and workshops for potential applicants. A full marketing campaign and promotional plan is also in place.
Lack of match funding for projects	Applicants signposted to other sources of funding.
Delays in planning permission	Staff will work closely with the Planning Department as part of the same Directorate and actions are being implemented to improve the processing time of planning applications.
Capacity to deliver projects on time and within budget	Staff capacity and experience. Adhere to procurement, tendering and stringent financial management processes. Assess the quality of the finished work. Set realistic and achievable objectives with careful project management and monitoring processes.
Engaging relevant stakeholders in identified projects / lack of interest	Targeted promotional campaigns and engagement. Staff will promote stakeholder engagement in projects.
Disruption due to construction works	Regular information updates in local areas regarding forthcoming disruptions.
Projected visitor numbers not realised following the completion of projects	PR and Activity Plan will be implemented. Engagement and promotion through 'Friends' groups and schools to raise awareness.
Failure to achieve Green Flag status for Warrenpoint Municipal Park	Requirements built into the design of the park and liaison with Green Flag team well underway.
AONB Action Plans are not delivered	The human and financial resources are in place to deliver the plans and implementation is underway.
The performance of the Planning Service does not improve	An Improvement Plan has been developed and improved processing times for local planning applications and enforcement cases have been achieved.

Digital connectivity across the District does not improve	The Council is mapping digital connectivity and progressing a number of schemes to improve broadband availability.
Delay in funding being issued from Government	Ongoing dialogue and two way communication between the Department for Communities and local government.

Performance Improvement Objective 4

Increase the rate of recycling, reduce the amount of waste going to landfill and improve the level of cleanliness across the District			
Senior Responsible Officer	Director, Neighbourhood Services		
Link to Community Plan	All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment	Link to Corporate Plan	Protect our natural and built environment Transform and modernise the Council, providing accessible as well as value for money services
Why this objective was selected	<ul style="list-style-type: none"> The local environment is a priority for the Council and the Community Planning Partnership. Local communities continue to highlight concerns around a number of issues, including littering, dog fouling and fly tipping. Increasing recycling and reducing the amount of waste going to landfill are key priorities for the Council and key stakeholders. For the past three years, almost all respondents to the consultation on the performance improvement objectives 2018-19 agreed with the inclusion of this objective and many identified 'street cleansing' and 'waste collection and recycling' as priority areas for improvement. The Residents Survey reveals that dog mess and dog fouling is the top perceived problem for residents. 		
Outcomes for local communities and stakeholders	<ul style="list-style-type: none"> The Council meets landfill and recycling targets Efficient and effective recycling, composting, bin collection and cleansing services Local communities benefit from living in a cleaner, greener, quality environment Improved civic and community pride in the District 		
Governance: Performance Improvement Plan 2019-20	<ul style="list-style-type: none"> Mid Year Progress Report of the Performance Improvement Plan 2019-20 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee 		
Meeting the legislative	Strategic Effectiveness: Aligned to community planning outcomes and corporate priorities, and will deliver real benefits and		

criteria	<p>outcomes to citizens.</p> <p>Service Quality: The quality of services to all local communities will improve through the development of the Enforcement Improvement Plan and implementation of the Dog Fouling Strategy.</p> <p>Service Availability: The availability of and access to services will improve through the opening of the Downpatrick Household Recycling Centre, the review of the Household Recycling Centres and improved access to Council funding and support for community led environmental initiatives, through 'Live Here Love Here' and 'Cleaner, Greener Communities'.</p> <p>Sustainability: The review of the Household Recycling Centres and initiatives to encourage public participation in clean up campaigns will support the delivery of a more sustainable service in the future.</p> <p>Efficiency: The review of the Household Recycling Centres and standardisation of how glass is collected will contribute to the provision of more efficient and effective services in the future.</p> <p>Innovation: Innovative ways to improve the way core frontline services are delivered underpins this objective, as evidenced through the recycling publicity campaigns, dog fouling campaign and initiatives to encourage more groups and individuals to support the Council in making the District a cleaner, greener place to live.</p>					
What we are going to do						
Supporting Action	Link to Thematic Plan/Strategy	Timescale	Measure of Success	Resources	Governance Arrangements	Responsible Officers
Increase and support public participation in clean up campaigns and initiatives such as 'Live Here-Love Here' and 'Cleaner, Greener Communities'	Neighbourhood Services / Active and Healthy Communities Directorate Business Plans 2019-20	2019-20	Amount of funding awarded to applicants	Circa £30-£40k awarded to Keep NI Beautiful towards the regional 'Live Here-Love Here' media campaign and projects	NMDDC represented on the 'Live Here-Love Here' Steering Group and involved in the assessment of local applications 'Cleaner, Greener Communities' to be monitored through Financial Assistance Scheme	Assistant Director – Health and Wellbeing Head of Sustainability
Address issues around dog fouling, littering and illegal dumping through the development of the Enforcement Improvement Plan and implementation of the	Neighbourhood Services Directorate Business Plan 2019-20	2019-20	Level of street cleanliness across the District	Within existing resources	Annual and bi-annual review of the Neighbourhood Services Directorate Business Plan 2019-20	Assistant Director – Waste Management Head of Waste Processing

Dog Fouling Strategy						
Undertake targeted awareness raising to communicate the detrimental impact of environmental crime and the importance of recycling	Neighbourhood Services / Active and Healthy Communities Directorate Business Plans 2019-20	2019-20	<p>Number of educational programmes delivered to schools and community groups</p> <p>Number of schools visits / schools involved in annual Calendar competition to promote recycling</p>	Within existing resources	Annual and bi-annual review of the Neighbourhood Services Directorate Business Plan 2019-20	<p>Assistant Director – Health and Wellbeing</p> <p>Head of Sustainability</p> <p>Head of Waste Processing</p>
Standardise how glass is collected across the District	Neighbourhood Services Directorate Business Plan 2019-20	2019-20	50% of household waste collected by the Council is sent for recycling by 2020 (including waste prepared for reuse)	Within existing resources	Annual and bi-annual review of the Neighbourhood Services Directorate Business Plan 2019-20	<p>Assistant Director – Waste Management</p> <p>Head of Waste Processing</p>
Open the Downpatrick Household Recycling Centre by Q2 2019-20	Neighbourhood Services Directorate Business Plan 2019-20	2019-20	<p>Reduction in the amount of biodegradable Local Authority collected municipal waste that is landfilled to <20,954 tonnes</p> <p>Amount of Local Authority Collected Municipal Waste arisings</p>	Within existing resources	<p>Regular reports to the Senior Management Team</p> <p>Annual and bi-annual review of the Neighbourhood Services Directorate Business Plan 2019-20</p>	<p>Assistant Director – Waste Management</p> <p>Head of Waste Processing</p>
Review Household Recycling Centres, in relation to opening hours, entrance and usage, receipt of waste and license conditions	Entrance and Usage Policies for Household Recycling Centres	2019-20	<p>Reduction in black bin waste and increase in blue and brown bin waste</p>	Within existing resources	Annual and bi-annual review of the Neighbourhood Services Directorate Business Plan 2019-20	<p>Assistant Director – Waste Management</p> <p>Head of Waste Processing</p>

			Amount of general waste arisings at Household Recycling Centres			
Risk Management						
Risks			Actions to Mitigate Against Risks			
The public do not get involved in clean up campaigns and apply for 'Live Here-Love Here' and 'Cleaner, Greener Communities'			DEA Action Plans and the Financial Assistance Scheme include the promotion of and support towards environmental clean ups. All initiatives are also promoted on the Council's website and social media platforms.			
Targets for the statutory performance indicators and standards around waste management are not achieved			Plans around recycling, domestic food waste and promotional campaigns are in place to ensure targets are met.			
The level of street cleanliness does not improve			Plans and actions are in place around dog fouling, awareness raising and promoting public participation in street cleanliness campaigns.			

Performance Improvement Objective 5

Encourage and empower local communities to participate in Council engagement structures and initiatives			
Senior Responsible Officer	Director, Active and Healthy Communities		
Link to Community Plan	All people in Newry, Mourne and Down live in respectful, safe and vibrant communities	Link to Corporate Plan	Empower and improve the capacity of our communities
Why this objective was selected	<ul style="list-style-type: none"> Living in a cohesive, inclusive and empowered community is a key priority for the Council and the Community Planning Partnership. The Council has put in place community engagement structures to empower local communities to have a voice in shaping the future of their area and their future. The District benefits from a significant number of volunteers and the Council is committed to supporting the community and voluntary sector through its financial assistance scheme. The Council is committed to addressing the fear of crime amongst local communities. For the past three years, the majority of respondents to the consultations on the performance improvement objectives 2018-19 agreed with the inclusion of this objective and many identified 'community services' as a priority area for improvement. The consultation also reinforced the need for effective engagement with marginalised and vulnerable groups. The Residents Survey reveals that improving community relations, good relations and community safety is a top priority for improvement. 		

Outcomes for local communities	<ul style="list-style-type: none">• More informed decision-making, policy development and service provision, based on the input of local communities and stakeholders• Local communities and stakeholders are actively engaged in supporting the work of the Council and its partners• Decrease in the number of people reporting to live in fear and a reduction in the incidents of burglary• Community groups receive financial support towards meeting their objectives and delivering projects across a range of themes, including community safety, good relations, community engagement, community development, sports, events, Christmas illuminations and capital projects• Newry, Mourne and Down becomes a more inclusive, cohesive and vibrant District, with confident and empowered communities					
Governance: Performance Improvement Plan 2019-20	<ul style="list-style-type: none">• Mid Year Progress Report of the Performance Improvement Plan 2019-20 to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee• Annual Assessment of Performance to the Senior Management Team, Strategy, Policy and Resources Committee and Audit Committee					
Meeting the legislative criteria	<p>Strategic Effectiveness: Aligned to community planning outcomes and corporate priorities, and will deliver real benefits to citizens.</p> <p>Service Quality: The quality of services will improve through the various engagement structures and initiatives which the Council has put in place.</p> <p>Service Availability: The availability of, and access to, Council services will improve through the continued roll out of initiatives offered through the DEA Fora, PCSP, Neighbourhood Renewal, PEACE IV programmes, Ethnic Minority Support Centre, Age Friendly initiatives, 'Participatory Budgeting' initiative and the Financial Assistance Scheme.</p> <p>Fairness: This objective includes specific actions to engage young people, older people, black and minority ethnic communities, as well as representatives from the community, voluntary and business sectors in Council initiatives.</p> <p>Innovation: Innovative ways to engage all sections of the local community in Council initiatives and the Council's decision-making processes underpin this objective, such as the support offered through the DEA Fora and ongoing work around 'participatory budgeting'.</p>					
What we are going to do						
Supporting Action	Link to Thematic	Timescale	Measure of Success	Resources	Governance Arrangements	Responsible Officers

Plan/Strategy						
Strengthen the level of engagement and participation in the following structures: - Policing and Community Safety Partnership - Neighbourhood Renewal Partnerships - DEA Fora - Peace IV Partnership - Strategic Stakeholder Forum	PCSP Action Plan 2019-20	2019-20	Number of meetings, events and capacity building programmes, including attendance levels and participation evaluation	District Council Good Relations Programme: Total: £418,693.28 / including Thematic Groups	Good Relations Programme: Quarterly and annual reports to The Executive Office	Assistant Director – Community Engagement
	Neighbourhood Renewal Action Plans 2019-20			Programme for Fora: £6,500	PEACE IV Plan: Monthly reports to PEACE IV Partnership and quarterly reports to SEUPB.	Head of Engagement
	DEA Action Plans 2019-20			PEACE IV Local Action Plan: £4.76m	Minutes of meetings sent to the Active and Healthy Communities Committee for noting.	Head of Community Planning
	PEACE IV Action Plan			Downpatrick Neighbourhood Renewal Partnership: £16,700 NMDDC Technical Assistance	Neighbourhood Renewal Action Plans: Quarterly and annual reports to the Department for Communities and Neighbourhood Renewal Partnerships. Minutes of meetings sent to the Active and Healthy Communities Committee for noting.	Head of Programmes
	Community Plan			Newry Neighbourhood Renewal Partnership: £38,789.85 NMDDC Technical Assistance	DEA Forums: Bi-monthly Forum meetings and action sheets, and monthly reports to the Active and Healthy Communities Committee, for consideration and approval	
	Active and Healthy Communities Directorate Business Plan 2019-20		The effectiveness of Council run community engagement structures in facilitating stakeholder participation	DEA Fora: Total: £110,000k (programme costs, including good relations contribution of £36,750)	Strategic Stakeholder	

					Forum: Regular reports to the Community Planning Partnership	
Reduce the risk of being burgled and address the fear of crime by encouraging residents to access the 'Neighbourhood Watch', 'Good Morning, Good Neighbour' and 'Home Secure' Schemes	PCSP Action Plan 2019-20 Active and Healthy Communities Directorate Business Plan 2019-20	2019-20	Number of Neighbourhood Watch Schemes Number of beneficiaries of the 'Good Morning, Good Neighbour' and 'Home Secure' schemes	PCSP Action Plan: Total: £262,930 (programme spend) / £7,500: Partnership Structure and Development / £57,000k: Burglary and Fear of Crime (subject to final letter of offer 2019-20)	PCSP Action Plan: Quarterly and annual reports to the Department of Justice and PCSP. Minutes of PCSP meetings sent to the Active and Healthy Communities Committee for noting.	Assistant Director – Community Engagement Head of Engagement
Through the financial assistance scheme, support local community and voluntary groups in delivering projects across key areas including festivals, sports development, community engagement, good relations, community safety and Irish language	Active and Healthy Communities Directorate Business Plan 2019-20 Other Directorate Business Plans 2019-20 (where appropriate)	2019-20	Number and percentage of financial assistance projects funded and successfully delivered	Financial Assistance Programme 2019-20 – approx.. £1.2k (calls 1 and 2) / Call 3 to be determined	Financial Assistance Programme: Reports and approval by the Active and Healthy Communities Committee and full Council	Assistant Director – Community Engagement Head of Programmes
Positively engage minority groups in Council initiatives, including young people, older people and minority ethnic communities	Good Relations Action Plan 2019-20 Age Friendly Strategy Active and	2019-20	Number of visits to the Ethnic Minority Support Centre Number of participants aged 0-24	EMSC: Good Relations Programme: £14,000 (£10,500 from TEO and £3,500 from Council) / additional £10,000	Good Relations Programme: Quarterly and annual reports to The Executive Office Age Friendly Strategic Alliance: Bi-annual Older Persons Strategic Alliance	Assistant Director – Community Engagement Head of Programmes Age Friendly Co-ordinator

	Healthy Communities Directorate Business Plan 2019-20		years who complete approved PEACE IV programmes to develop soft skills and respect for diversity by 2020	from Council Age Friendly Strategic Alliance / Older Persons Forum: £10,000 plus salary costs, 100% funded by the Public Health Agency. This includes the provision of co-ordination support for the Newry and Mourne Older Persons Forum and Down Senior Forum	meetings, monthly meetings of the Older Persons Fora and quarterly meetings with the Public Health Agency	
Explore opportunities to strengthen community engagement in local decision-making through 'participatory budgeting'	Community Plan / Thematic Group Delivery Plans	2019-20	Participatory budgeting resources and programmes identified	To be identified	Periodic progress reports to the Community Planning Partnership Board	Head of Community Planning
Risks to Manage						
Risks			Actions to Mitigate the Risks			
Level of funding awarded through the Good Relations Programme, PCSP and Neighbourhood Renewal Programme.			Continued and successful monitoring and delivery of previous programmes, with robust and sustainable partnership arrangements with Government Departments.			
Lack of applications/ineligible applications/low scoring applicants to the Financial Assistance Programme. Inadequate levels of satisfaction with the process.			Promotional material with eligibility criteria, staff support and workshops for potential applicants delivered across the District. Applicant satisfaction with process subject to ongoing monitoring.			
Capacity to deliver projects on time and within budget.			Staff capacity and experience. Adhere to procurement, tendering and financial management processes. Set realistic and achievable objectives with careful project management and monitoring processes.			

Successfully engaging relevant stakeholders and local groups in identified projects.	Targeted promotional campaigns and engagement with specific stakeholders.
Stakeholders not involved in Council engagement structures.	Ongoing engagement with key stakeholders on a geographic and thematic basis.
Resources for participatory budgeting programme not identified or awarded	Robust monitoring of pilot programme and partner 'buy-in' to the process has been achieved.

WORK IN PROGRESS

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	13 June 2019
Subject:	Performance Audit and Assessments - Proposals for Improvement Progress Report 2018-19
Reporting Officer (Including Job Title):	Jonathan McGilly – Assistant Director: Community Planning and Performance (Acting)
Contact Officer (Including Job Title):	Kate Bingham – Head of Performance and Improvement

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

For decision	For noting only	X
1.0	Purpose and Background	
1.1	The purpose of this report is to provide an overview of progress to date in relation to the 'proposals for improvement' which were put forward by the Northern Ireland Audit Office (NIAO) as part of the 2018-19 Performance Audit and Assessment. The Performance Audit and Assessment underpins the general duty to make arrangements to secure continuous improvement in the exercise of functions, which has been placed in Councils through the Local Government (NI) Act 2014. A copy of the report is attached at Appendix 1 .	
1.2	The purpose of the 'proposals for improvement' is to assist the Council in meeting its performance improvement responsibilities in future years. Whilst these are not formal recommendations, future Performance Audit and Assessments will take into account the Council's progress in implementing the 'proposals for improvement'.	
1.3	In 2018-19, the Council produced an action plan of key activities to be undertaken to support the implementation of the 'proposals for improvement'. An overview of progress, in relation to the status of each action to date, is also included in the report.	
2.0	Key issues	
2.1	<p>For the past three years, the Local Government Auditor certified that the Council has discharged its performance improvement and reporting duties under Part 12 of the Act, and has acted in accordance with the guidance issued by the Department for Communities. During this time, the Council has strengthened its arrangements to secure continuous improvement in the exercise of functions, as outlined below:</p> <ul style="list-style-type: none"> • Performance improvement objectives are outcome focused and aligned to community planning outcomes and corporate priorities. • The Business Planning and Performance Management Framework demonstrates how employees contribute to the achievement of community planning outcomes, corporate priorities and performance improvement objectives, and has been included within the Performance Improvement Plan and Directorate Business Plans. 	

	<ul style="list-style-type: none"> • The Council continues to develop and monitor suites of performance measures at all levels of the Business Planning and Performance Management Framework, to evaluate the overall health of the organisation. • Performance is monitored, reviewed and reported to Elected Members and other key stakeholders on a regular basis. • The Council met its statutory duty to consult on the performance improvement objectives, and the process was effective, robust and inclusive. • The Council raised the profile of performance on the website, improving overall accessibility to performance information.
2.2	<p>However, whilst progress has been made, further work is required in relation to a number of 'proposals for improvement', some of which are medium term in nature and will be implemented over a number of years. Over the next few years, the organisation will focus on the following key improvements:</p> <ul style="list-style-type: none"> • Further embedding the Business Planning and Performance Management Framework at all levels across the organisation, particularly in relation to Service Plans and Individual Performance Appraisal. • Developing an electronic performance management system. • Supporting Elected Members in discharging their performance improvement responsibilities. • Using baseline performance data to identify and deliver improvements. • Working with other Councils and the Department for Communities to progress benchmarking arrangements.
2.3	<p>Some 'proposals for improvement' are medium term in nature and will take a number of years to implement. An action plan was therefore developed and agreed in December 2018, outlining the key activity the Council will undertake over the next few years to implement the 'proposals for improvement'.</p>
3.0	Recommendations
3.1	<p>To note the:</p> <ul style="list-style-type: none"> • Performance Audit and Assessments – Proposals for Improvement Progress Report 2018-19 • The key areas for improvement over the next few years are: <ul style="list-style-type: none"> - Further embedding the Business Planning and Performance Management Framework at all levels across the organisation, particularly in relation to Service Plans and Individual Performance Appraisal. - Developing an electronic performance management system. - Supporting Elected Members in discharging their performance improvement responsibilities. - Using baseline performance data to identify and deliver improvements. - Working with other Councils and the Department for Communities to progress benchmarking arrangements.
4.0	Resource implications
4.1	<p>There are no resource implications contained within this report. However, progressing some 'proposals for improvement' may result in additional resource implications for the Council. Examples include the implementation of an electronic</p>

	performance management system and delivery of performance improvement training, both of which should be integrated into future programmes of work for the Council.
5.0	Equality and good relations implications
5.1	It is not anticipated that the content of this report will have an adverse impact on equality of opportunity or good relations.
6.0	Rural Proofing implications
6.1	This report does not fall within the scope of the Rural Needs Act (NI) 2016 and no rural needs impact assessment was carried out.
7.0	Appendices
	Appendix 1 – Performance Audit and Assessments – Proposals for Improvement Progress Report 2018-19
8.0	Background Documents <ul style="list-style-type: none"> • NIAO Performance Audit and Assessment Report 2018-19 • Proposals for Improvement Progress Report 2017-18




Newry, Mourne and Down District Council
Performance Audit and Assessments 2016-17 / 2017-18 / 2018-19
Proposals for Improvement - Progress Report

Following the Performance Audit and Assessments which were carried out by the Northern Ireland Audit Office in 2016-17, 2017-18 and 2018-19, a number of 'proposals for improvement' were put forward by the Local Government Auditor. The purpose of the 'proposals for improvement' is to support the Council in putting in place arrangements to secure continuous improvement in the exercise of functions. The 'proposals for improvement' are categorised under the seven themes outlined below. This report provides an overview of progress to date, using the following legend, in relation to:



- Implementing the 'proposals for improvement'
- Progressing the action plan which was developed in 2018-19 to support the implementation of the 'proposals for improvement'

Themes:

1. General duty to improve
2. Governance arrangements
3. Improvement objectives
4. Consultation
5. Improvement Plan
6. Arrangements to improve
7. Collection, use and publication of performance information

Legend	
Proposal implemented / on track to be implemented	
Proposal partially implemented / likely to be implemented	
Proposal not implemented	

Theme, Proposal and Progress to Date	2016-17	2017-18	2018-19
THEME: General duty to improve			
PROPOSAL: Expand upon the Council's interim performance management framework and cascading the framework to include the development of a Performance Improvement Policy. The purpose of this will define the Council's own interpretation of the new duty.			
The Council's Business Planning and Performance Management Framework demonstrates the alignment between the Community Plan, Corporate Plan, Thematic Plans and Strategies, Service Plans and Improvement Projects and Individual Performance Appraisal. It has been			

<p>included in the Performance Improvement Plan and Directorate Business Plans in order to highlight how employees contribute to the achievement of community planning outcomes, corporate priorities and performance improvement objectives. The framework has been supplemented by an additional diagram in each Directorate Business Plan 2019-20, which reinforces the 'line of sight' between the work of employees and how they contribute to the delivery of specific performance improvement objectives, corporate priorities and community planning outcomes.</p>			
<p>The Council approved the Performance Improvement Policy in November 2018, which is available on the Shared Drive. The policy provides the context for mainstreaming the Business Planning and Performance Management Framework and was considered by the Senior Management Team, Corporate Management Team, Local Joint Consultative Forum, prior to being approved by the Strategy, Policy and Resources Committee and ratified by full Council.</p>			
<p>PROPOSAL: The Council should prioritise the development of its performance management system to enable the performance of all its functions and services to be measured, to support the identification of those areas which would benefit most from improvement.</p>		n/a	 
<p>A project mandate for an electronic performance management system has been developed and considered by the IT Projects Group and Senior Management Team. The mandate will be considered further in the future, as part of a broader Corporate Business Intelligence System, in line with the implementation of the IT Strategy. However, in the absence of a formal electronic system, the Council continues to use an interim excel based system which maps, measures and monitors progress against existing performance indicators at all levels of the Business Planning and Performance Management Framework. At present, the system provides an overview of performance in relation to approximately 150 performance measures within the Corporate Plan, Performance Improvement Plan, Directorate Business Plans, statutory performance indicators and standards and APSE performance indicators. Further work will be undertaken in future years to ascertain whether existing performance indicators remain balanced in terms of cost, quality and customer satisfaction, ensuring they provide a meaningful overview of the overall health and performance of the organisation.</p>			
<p>The Council continues to use the performance information within the current excel based system to identify year on year trends, comparisons with other local authorities, areas of 'good' and 'under' performance in order to develop initiatives to drive improvement. This is evidenced through the:</p> <ul style="list-style-type: none"> Continued roll out of campaigns which have increased the amount of blue/brown bin waste, ensuring the Council is on track to meet the statutory recycling target of 50%. Development of the Dog Fouling Strategy and media campaign to address increased levels of dog fouling, which has been identified as a key issue in the Cleaner Neighbourhoods Report and the top perceived problem through the Residents Survey. Continued implementation of the NI Business Start Programme in order to meet statutory targets around the number of new business starts and jobs promoted. 			

- Continued implementation of the Planning Service Improvement Plan which has facilitated a reduction in the backlog of legacy planning applications, improved the processing time of local planning applications and the percentage of planning enforcement cases which are processed within 39 weeks.
- Continued capacity building for community groups to access the Financial Assistance Scheme, and improve the quality and quantity of applications, as well as the overall success rate.

Further work will be undertaken during 2019-20 to build upon existing baseline data and strengthen the use performance information in identifying and delivering improvements at all levels of the organisation.

PROPOSAL: The Council should take steps to further develop, establish and embed all elements which underpin its Business Planning and Performance Management Framework more fully across the organisation and each of its Directorates. This should ensure that corporate priorities and performance improvement objectives are effectively cascaded to all employees.

n/a






The Council developed an integrated cycle of activity to facilitate the review of the Community Plan, as well as the development of the Corporate Plan, Performance Improvement Plan and Directorate Business Plans. Through this cycle, the Council has co-ordinated the development of the Corporate Plan, Performance Improvement Plan and Directorate Business Plans, thereby strengthening the alignment across the Business Planning and Performance Management Framework. The Business Planning and Performance Management Framework features within all Directorate Business Plans, demonstrating alignment between the work of employees within each Directorate and how they contribute to the achievement of community planning outcomes, corporate priorities and performance improvement objectives. Over the next few years, further work will take place around the development of Service Plans and Individual Performance Appraisal, within the context of the new Corporate Plan 2019-23, which will strengthen the effective cascade of strategic priorities to departments and employees.

The monitoring, reporting and review arrangements at each level of the Business Planning and Performance Management Framework continue to strengthen across the organisation. A standard template has been developed to ensure a consistent and straightforward approach to performance reporting, using the red/amber/green status. Performance reports are available to a range of stakeholders through the Council's website and Committee Reporting arrangements, as outlined below:

- The Corporate Plan 2015-19 is measured, monitored and reported through the annual Assessment of Performance.
- The Performance Improvement Plan is measured, monitored and reported through the Mid Year Progress Report and annual Assessment of Performance.
- Directorate Business Plans are measured, monitored and reported through the Mid Year Progress Reports and annual Review of Business Plans.

- 'NMD Connect' and 'Our Performance, Looking Back, Going Forward' provide an overview of progress in delivering the Corporate Plan and Performance Improvement Plan in user friendly, accessible formats, and are available at public receptions and through the Council's website.

In December 2018, the Chief Executive held staff briefings at a number of locations across the District to provide an overview of progress to date in implementing corporate priorities and strategic programmes of work. These briefings have been supplemented by various initiatives undertaken by Directorates, such as away days and interactive sessions, to support the development of the 2019-20 Directorate Business Plans and review the 2018-19 Directorate Business Plans. Performance has also been incorporated into the Corporate Induction sessions of new employees, who receive a copy of the summary document 'Our Performance, Looking Back, Going Forward'.

Governance Arrangements	2016-17	2017-18	2018-19
PROPOSAL: The Terms of Reference of the Audit Committee and the Strategy, Policy and Resources Committee should be updated as required to reflect their respective performance improvement responsibilities. This should include a clearly defined separation between the role of the SPR Committee in managing and scrutinising Council performance and the role of the Audit Committee in providing assurance that the Council's arrangements are operating effectively.			
<p>The Audit Committee and Strategy, Policy and Resources Committee are routinely provided with information to carry out their respective roles in terms of performance and improvement. The Strategy Policy and Resources Committee has overall responsibility for monitoring, challenging and scrutinising performance information and the Audit Committee is responsible for providing assurance that the performance management arrangements are robust and effective. The Terms of Reference for the Audit Committee were revised and strengthened for the second term of Council, as follows:</p> <ul style="list-style-type: none"> • To be advised of the Council's structures, processes, systems and related arrangements for performance management. <p>Through the Senior Management Team, it has also been proposed that the Terms of Reference for all Standing Committees of Council be amended in the future to include a responsibility around performance management. In doing so, the Council will reinforce the significant role Elected Members can play in driving forward a performance improvement culture across the organisation. In addition, the governance arrangements within the Directorate Business Plans outline the roles and responsibilities of each of the Standing Committees of Council in relation to the development, approval and monitoring of their respective Business Plan. The Council is also in the process of considering the governance arrangements for the emerging Corporate Plan, in order to ensure they are robust and meaningful.</p>			

The governance arrangements for the Performance Improvement Plan outline the roles and responsibilities of full Council, Strategy, Policy and Resources Committee, Audit Committee and the Senior Management Team, as highlighted below:

- Full Council – Ratification of the annual Performance Improvement Plan / Mid year progress report on the Performance Improvement Plan / Annual Assessment of Performance.
- Strategy, Policy and Resources Committee – Scrutiny, challenge and approval of the annual Performance Improvement Plan / Mid year progress report on the Performance Improvement Plan / Annual Assessment of Performance.
- Audit Committee – Provide assurance that performance management arrangements are robust and effective around the Performance Improvement Plan / Mid year progress report on the Performance Improvement Plan / Annual Assessment of Performance.
- Senior Management Team – Lead the development and implementation of the annual Performance Improvement Plan / Regular progress reports / Annual Assessment of Performance.

PROPOSAL: Senior Management Team should facilitate members of the Audit Committee and SPR Committee with training and support to discharge their performance improvement responsibilities.



Performance and improvement is a standing item on the agenda of the quarterly Audit Committee meetings and has featured as a regular agenda item at the monthly Strategy, Policy and Resources Committee meetings, as outlined below:

- December 2016, 2017 and 2018 - Strategy, Policy and Resources and Audit Committees considered the NI Audit Office Audit and Assessment Reports, including the 'proposals for improvement'.
- March 2017 and 2018 / December 2018 – Strategy, Policy and Resources Committee considered, scrutinised and approved the draft performance improvement objectives and the proposed process for developing the Performance Improvement Plan.
- April 2017 and 2018 / January 2019 - Audit Committee considered the draft performance improvement objectives and the proposed process for developing the Performance Improvement Plan.
- June 2017 and 2018 - Strategy, Policy and Resources and Audit Committees considered, scrutinised and approved the Performance Improvement Plan, including an analysis of the results from the consultation and engagement process.
- September 2017 and 2018 - Strategy, Policy and Resources Committee and Audit Committees considered, scrutinised and approved the Assessment of Performance.
- November 2017 and 2018 / January 2018 - Strategy, Policy and Resources and Audit Committees considered, scrutinised and approved the mid year progress reports on the Performance Improvement Plan
- All of the above reports were ratified at full Council meetings.

In addition, all Standing Committees of Council consider performance information in relation to their specific functions on an ongoing basis, which is supplemented by mid year and annual reviews of their respective Directorate Business Plan. Elected Members have also been actively engaged in identifying key issues and supporting the development of the Corporate Plan 2019-23 and Performance Improvement Plan 2019-20, through the seven DEA Forums and an Elected Member workshop during Q4 2018-19.

The Council played a central role in developing and delivering a regional masterclass on performance which was organised by the NI Local Government Association (NILGA) in January 2019. Cllr Casey, supported by the Head of Performance and Improvement, developed and delivered a session entitled: 'The Role of a Councillor – Key to Building a High Performing Council', to an audience of Elected Members and Officers from local and central government, including four Elected Members from Newry, Mourne and Down. Following this session, the Council also contributed to the 'Performance and Improvement Section' within the NILGA Councillor Guide 2019. During 2019-20, further training sessions will be organised for Elected Members, particularly members of the Strategy, Policy and Resources Committee and Audit Committee, to supplement the regional capacity building sessions delivered by NILGA.

PROPOSAL: The Council needs to ensure that its Strategy, Policy and Resources Committee is subjecting the Council's priorities, improvement objectives, activities, projects, risks and performance to appropriate scrutiny, challenge and evaluation, and that this is being monitored by the Audit Committee. To this end, officers must provide the relevant Committees with appropriate and timely information in relation to the delivery of improvement objectives.

n/a



The Strategy, Policy and Resources Committee considers, scrutinises and challenges the draft performance improvement objectives, including the 'supporting actions' and 'measures of success' before and after the consultation and engagement process. The Strategy, Policy and Resources Committee also scrutinises the delivery of the performance improvement objectives through the mid year progress report and annual self assessment. The Audit Committee also considers all reports in relation to the development and delivery of the performance improvement objectives. These governance arrangements are further outlined in the Performance Improvement Plan 2019-20.

Each performance improvement objective is underpinned by an Objective Delivery Plan. These plans provide an overview of the rationale for selecting the objectives, 'supporting actions' and 'measures of success', financial and human resources in place to deliver each objective, governance arrangements to monitor progress against each objective, how risks will be managed and mitigated and compliance with the legislative criteria for selecting each objective. The Delivery Plans have been developed with the Senior Responsible Officer and their teams, and have, for the past year, been considered and scrutinised by the Senior Management Team. In June 2019, they will also be considered and scrutinised by the Strategy, Policy and Resources Committee, followed by the Audit Committee in July 2019. These plans are dynamic in nature, and given the level of detail included, remain a 'work in progress', and are subject to continuous monitoring, review and amendment.

Improvement Objectives

2016-
172017-
182018-
19

PROPOSAL: The Council should continue to focus on the development and appropriate use of baseline performance data and information within the existing data management system going forward, and set standards for achievement which are both challenging and realistic.

n/a



The Council's excel based system maps out the hierarchy of performance indicators at all levels of the Business Planning and Performance Management Framework, including the Corporate Plan, Performance Improvement Plan and Directorate Business Plans, APSE performance indicators. Where possible, the system outlines year on year trends, whether targets have been achieved and comparisons with other local authorities. Through this system, the Council is putting in place arrangements to begin the process of setting challenging and SMART targets for future years, and ensuring the data being collating remains meaningful and relevant in terms of supporting the delivery of corporate priorities and performance improvement objectives.

The Council has been proactive in developing an evidence base to support the development and review of the Community Plan, Corporate Plan and Performance Improvement Plan. During 2018-19, this has involved:

Residents Survey

Commissioning a Residents Survey in 2018, which provided a robust and reliable quantitative evidence base in relation to:

- Priority areas of improvement and perceived problems in the local area
- Usage and satisfaction with Council services
- Levels of satisfaction with the Council and the local area as a place to live

As the Residents Survey will be repeated every 3-4 years, relevant performance indicators are being developed and agreed, in order to monitor and evaluate performance and progress in relation to the key areas identified. These performance indicators are likely to feature in the Corporate Plan 2019-23 and will also inform the review of the Community Plan.




Reports and Performance Scorecards






Analysing key trends and influences within the external environment around the social and economic needs of people in rural areas, health inequalities and multiple deprivation across the District. Performance Report Cards, which examine baseline data in relation to health and wellbeing, education, economy, crime and the environment at a Local Government District (LGD) and DEA level have also been produced to inform the development of the DEA Action Plans 2019-20. Performance Scorecards are also being developed to evaluate key partnership initiatives, including 'Participatory Budgeting' and the 'Housing Conference', for incorporation into the 'Statement of Progress' for the Community Plan, which will be published in November 2019.



The Council has developed 'Performance Profiles' for all Directorates, which collate and present relevant baseline information, in an accessible, meaningful and consistent way, across the following themes:

- Overview of Directorate (infographic)
- Overview of individual Departments, in relation to:
 - Residents Survey (relevant information)
 - Alignment within Council - Community Plan, Corporate Plan and Performance Improvement Plan
 - Year on year performance information (including APSE performance indicators) – finance, customer satisfaction and internal business processes. Where possible, comparisons have been made with the performance of other local authorities.
 - APSE Direction of Travel reports







The purpose of the Performance Profiles is to support the business planning process, considering areas of good and under performance, identifying service improvements and ensuring corporate priorities are effectively cascaded to employees. It is anticipated that this will facilitate a performance led approach to business planning, thereby supporting the development of a performance improvement culture across the organisation. A pilot workshop has taken place within the Environmental Health department, and it is anticipated that additional workshops will be scheduled later this year. The Senior and Corporate Management Teams considered the Performance Profiles in June 2019, and agreed that a corporate, consistent approach to using the Performance Profiles should be rolled out, in order to inform the way services are planned, managed and delivered, and to identify improvements at all levels of the organisation.






Consultation	2016-17	2017-18	2018-19
<p>Whilst there were no proposals for improvement in 2017-18, progress includes:</p> <ul style="list-style-type: none"> • Integrating, where possible, and in line with good practice, the consultation and engagement on the Corporate Plan 2019-23 with the consultation and engagement on the Performance Improvement Plan 2019-20, in order to avoid consultation fatigue and overload with key stakeholders. Through the combined consultation process, the Council engaged 1,208 stakeholders, including Elected Members, community representatives, business sector, young people, older people, staff and senior management in the development of the Corporate Plan and Performance Improvement Plan. • Streamlining and rationalising the information on the Performance Page of the website, using the 'Looking Back' and 'Going Forward' straplines, in order to ensure performance information is presented in a user friendly, accessible way. • In line with the corporate Equality Scheme, holding a 12 week consultation process between January-April 2019 on the draft performance improvement objectives 2019-20. In previous years, the Council ran an 8 week consultation process. 			

Improvement Plan	2016-17	2017-18	2018-19
<p>Whilst there were no proposals for improvement in 2017-18, progress includes:</p> <ul style="list-style-type: none"> Strengthening the alignment and complementarity between the Corporate Plan and Performance Improvement Plan, using the same evidence base and consultation and engagement process. Amending performance improvement objective 4, so that it becomes more focused and targeted on delivering key improvements in relation to recycling, waste and cleanliness. Uplifting and cascading some of the 'supporting actions' and 'measures of success' in the Performance Improvement Plan to the most appropriate level, within either the emerging Corporate Plan or Directorate Business Plan. This process will continue as part of the development of the Corporate Plan, thereby strengthening the alignment across the Business Planning and Performance Management Framework. 			
Collection, Use and Publication of Performance Information	2016-17	2017-18	2018-19
<p>PROPOSAL: The Council should continue to develop and embed its performance management framework and establish a performance management system as a priority.</p> <p>The Business Planning and Performance Management Framework demonstrates the 'golden thread' between the Community Plan, Corporate Plan, Thematic Plans and Strategies, Service Plans and Improvement Projects and Individual Performance Appraisal. The framework has been included in the Performance Improvement Plan and Directorate Business Plans, demonstrating how employees contribute to the achievement of community planning outcomes, corporate priorities and performance improvement objectives. Going forward, work will continue around Service Plans and Individual Performance Appraisal, in order to expand upon and embed all levels of the 'Business Planning and Performance Management Framework' across the organisation. Embedding the framework is supported by the Performance Improvement Policy, which was adopted in November 2018.</p> <p>The Assistant Director of Community Planning and Performance, supported by the Head of Performance and Improvement, continue to work with the Senior Management Team, Corporate Management Team and staff across the organisation to communicate the Council's Duty of Improvement and develop the Corporate Plan, Performance Improvement Plan and Directorate Business Plans, thereby strengthening the alignment across the Business Planning and Performance Management Framework. Examples include attendance at workshops to develop the Corporate Plan and Directorate Business Plans as well as ongoing liaison with staff to develop and refine the current suite of performance improvement objectives.</p> <p>In addition to the statutory performance indicators and standards, the Council has developed and agreed suites of self imposed performance indicators which underpin the Corporate Plan, Performance Improvement Plan and Directorate Business Plans. These plans provide the</p>	n/a		




strategic and operational context for the work of the organisation, and year on year progress against the indicators is monitored and reported through the annual Assessment of Performance and reviews of the Performance Improvement Plan and Directorate Business Plans.			
A project mandate for an electronic performance management system has been developed and considered by the IT Projects Group and Senior Management Team. The mandate will be considered further in the future, as part of a broader Corporate Business Intelligence System, in line with the implementation of the IT Strategy.			
PROPOSAL: The Council should continue working with other Councils and the Department to agree a suite of self-imposed indicators and standards. This will enable meaningful comparisons to be made and published in line with its statutory responsibility.	n/a		
Through the NI Local Government Performance Improvement Working Group and Multi-Stakeholder Group, the Council has been proactive in working with the Department for Communities and the NI Audit Office to consider benchmarking arrangements and review the guidance issued by the Department for Communities in relation to performance improvement.			
The Council also forms part of APSE Performance Networks and has collated benchmarking data across a range of services over the past three years. This information has been analysed and reported to the Senior Management Team and Corporate Management Team, and further work is underway to build upon and strengthen the performance data which is being collated, through the recently developed Performance Profiles. An internal audit of the APSE performance indicators was also carried out by ASM in November 2018, in order to assess the reliability of the existing benchmarking arrangements and validate the accuracy and integrity of selected APSE performance indicators. Whilst the internal audit confirmed that the existing systems in place in relation to the validation of performance indicators are basically sound and can provide satisfactory assurance regarding the effective and efficient achievement of the Council's objectives, a number of recommendations have been agreed to improve the validation of existing performance indicators. These recommendations will be progressed during 2019-20, and the Council will continue to work with APSE to ensure the current suite of performance indicators facilitate meaningful and relevant comparisons across the sector.			

Performance Audit and Assessment 2018-19 – Progress on Action Plan




Thematic Area: Duty to Improve	Timescale	Status
<ul style="list-style-type: none"> Continue to strengthen alignment between future Performance Improvement Plans, Corporate Plan 2019-23 and Community Plan. 	2019-20 2020-21	
<ul style="list-style-type: none"> Continue to use performance information to identify and drive improvements across the organisation 	Ongoing	
<ul style="list-style-type: none"> Identify and strengthen the emerging suites of performance indicators at all levels of the Business Planning and Performance Management Framework, particularly within the emerging Corporate Plan and Business Plans. 	Ongoing	
<ul style="list-style-type: none"> Continue to mainstream the Business Planning and Performance Management Framework and Performance Improvement Policy across the organisation, in order to ensure employees understand how they contribute to the achievement of strategic outcomes and priorities. 	Ongoing	
<ul style="list-style-type: none"> Integrate an overview of performance and improvement into the corporate induction sessions for new employees. 	2018-19	
<ul style="list-style-type: none"> Finalise the project mandate for the electronic performance management system for the consideration of the IT Projects Group. Continue to populate and manage the interim excel based system. 	2018-19 2019-20	
<ul style="list-style-type: none"> Facilitate staff briefings/roadshows in order to communicate progress in delivering the Corporate Plan and Directorate Business Plans. 	2018-19	


Thematic Area: Governance Arrangements	Timescale	Status
<ul style="list-style-type: none"> Review the Terms of Reference for the Audit Committee and Strategy, Policy and Resources Committee during the new term of Council, with a view to strengthening performance improvement responsibilities. 	2019-20	
<ul style="list-style-type: none"> Contribute to the development and delivery of a regional training and capacity building programme for Elected Members around performance and improvement. Supplement this programme with local training sessions during the new term of Council. 	2018-19 2019-20	
<ul style="list-style-type: none"> Work with the Internal Audit function to validate the accuracy of performance information and adequacy of data collation processes in relation to selected performance indicators. 	2018-19	
<ul style="list-style-type: none"> Mid Year Assessments of Directorate Business Plans to be completed and considered by the respective Standing Committees, outlining progress and areas of under performance. 	2018-19 Ongoing	
<ul style="list-style-type: none"> Objective Delivery Plans, which underpin each performance improvement objective, to be considered by the Strategy, Policy and Resources Committee and Audit Committee, in order to strengthen the scrutiny and challenge role of both Committees. 	2019-20	

Thematic Area: Improvement Objectives	Timescale	Status
<ul style="list-style-type: none"> Continue to embed the Business Planning and Performance Management Framework in order to ensure community planning outcomes, corporate priorities and performance improvement objectives are effectively cascaded to Directorate Business Plans and future Service Plans. 	2018-19	
<ul style="list-style-type: none"> Continue to identify and collate robust baseline data to facilitate a performance driven approach to strategic planning. Use performance data to identify year on year trends, carry out comparisons with other local authorities, set targets for the future and inform the development of new plans and strategies. 	Ongoing	
<ul style="list-style-type: none"> Continue to work with Departments across the organisation to communicate and enhance awareness around the performance improvement objectives. 	Ongoing	

Thematic Area: Consultation	Timescale	Status
<ul style="list-style-type: none"> Streamline and rationalise the content of the current performance page on the corporate website. 	2018-19	
<ul style="list-style-type: none"> Integrate the consultation on the performance improvement objectives 2019-20 and 2020-21 with the consultation and engagement around the Corporate Plan 2019-23. Circulate 'Our Performance, Looking Back, Going Forward' 2018-19 to key stakeholders, in order to inform discussions around the development of the Corporate Plan 2019-23. 	2018-19	
<ul style="list-style-type: none"> Continue to use innovative, accessible and inclusive mechanisms to engage stakeholders in the development of future performance improvement objectives and areas of improvement. 	2018-19	

Thematic Area: Improvement Plan	Timescale	Status
<ul style="list-style-type: none"> Explore opportunities to strengthen alignment and complementarity between future Performance Improvement Plans and the Corporate Plan 2019-23. 	2018-19 2019-20	

Thematic Area: Collection, use and publication of performance information	Timescale	Status
<ul style="list-style-type: none"> Continue to strengthen the governance arrangements around key plans and strategies, and ensure, where appropriate, performance is reported in a consistent format across the organisation, using the Red/Amber/Green status. 	Ongoing	
<ul style="list-style-type: none"> Focus on the development of Service Plans by commencing the preparation of 'performance scorecards' to facilitate an evidence based approach to service planning. 	2018-19 2019-20	
<ul style="list-style-type: none"> Develop and introduce a rolling programme to validate the accuracy of performance data and the integrity of data collation processes across the organisation. 	Ongoing	

<ul style="list-style-type: none">Continue to form part of the Multi-Stakeholder Group, which is made up of local government, Department for Communities and the NI Audit Office, to consider the benchmarking within the context of the legislative requirements of Part 12 of the Local Government Act (NI) 2014.	Ongoing	
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Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	13 June 2019
Subject:	Section 75 Policy Screening Report – Quarterly Report for period January – March 2019
Reporting Officer:	Regina Mackin, Assistant Director Corporate Planning and Policy
Contact Officer:	Colin Moffett, Head of Corporate Policy

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

For decision	<input type="checkbox"/>	For noting only	<input checked="" type="checkbox"/>
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1.0	Purpose and Background
1.1	<p>In line with Council's Section 75 statutory duties and commitments within our approved Equality Scheme, policy screening reports are published quarterly.</p> <p>The Quarterly Report for the period January to March 2019, including screening reports, is available on Council's website www.newrymournedown.org. This information has also been forwarded to all equality consultees.</p>
2.0	Key issues
2.1	<p>As per the Council's approved Equality Scheme:</p> <ul style="list-style-type: none"> • All policies Council proposes to adopt must be equality screened, prior to implementation, to assess the likely impact of the policy on the promotion of equality of opportunity and/or good relations. • Council must publish quarterly reports on equality screening which are available on Council's website and forwarded to equality scheme consultees.
3.0	Recommendations
3.1	To note the Section 75 Policy Screening Report – Quarterly Report for period January – March 2019.
4.0	Resource implications
4.1	No financial or resources implications are anticipated.
5.0	Equality and good relations implications
5.1	<p>No equality and good relations implications are anticipated.</p> <p>Publishing quarterly reports, including screening reports, making them available on Council's website www.newrymournedown.org, and forwarding this information to all equality consultees is in accordance with the commitments contained within the Council's approved Equality Scheme.</p>
6.0	Rural Proofing implications
6.1	The Section 75 Policy Screening Report details policies screened within the designated period and does not fall within the scope of the Rural Needs Act (NI) 2016.

7.0	Appendices
	Appendix I: Section 75 Policy Screening Report – Quarterly Report for period January – March 2019.
8.0	Background Documents
	Newry, Mourne and Down District Council Equality Scheme (approved by ECNI 25 March 2015)

**Newry, Mourne and Down District Council Section 75 Policy Screening Report
Quarterly Report January – March 2019**

Policy	Details of policy	Screening Outcome
Audit of Community Centre Facility Effectiveness	<p>Aim: A comprehensive review on how Council currently supports community centre/facilities across the district in order to ensure future support could be distributed more equitably.</p> <p>The Terms of Reference set out to undertake the review were as follows:</p> <ul style="list-style-type: none"> • Initiate investigation into the current provision of council supported community centres across the district; • Engage in discussion around key local issues emerging in relation to capacity/effectiveness/value for money; • Review of models to include: <ul style="list-style-type: none"> ○ <i>Effectiveness of facility management,</i> ○ <i>Capacity of management/volunteers/staff,</i> ○ <i>Frequency of council meeting,</i> ○ <i>Administrative arrangements,</i> ○ <i>Training provided/attended,</i> ○ <i>Procedures to include Health and Safety, first aid, child protection, access checks for volunteers,</i> ○ <i>Financial accountability (audited accounts/signatories/debt management/profit),</i> ○ <i>Forward planning (including marketing/fundraising/crisis management),</i> ○ <i>Physical survey (floor plan, areas of potential development, areas of risk,</i> ○ <i>Identify programme of capacity building, training & development to maximise effectiveness (with particular focus on community led models,</i> ○ <i>Identify short, medium and long-term objectives relating to future support mechanisms,</i> 	No EQIA considered necessary

	<ul style="list-style-type: none"> Production of report highlight review findings and draft proposals for future centre provision. 	
Conflict of Interest Policy and associated Conflict of Interest Procedures	<p>The aim of the Conflict of Interest Policy is to ensure the Council's compliance with, and consistent application of, best practice in relation to Conflicts of Interest.</p> <p>This Policy applies to:</p> <ul style="list-style-type: none"> all staff and Elected Members of Newry, Mourne and Down District Council; all those who work for Newry, Mourne and Down District Council (including but not limited to employees, agency staff, elected members, other public representatives, contractors, agents, consultants, servants of the Council and all third party data processors). 	No EQIA considered necessary
Gaming and Amusement Policy	<p>The overall aim of the Gaming and Amusement policy is to serve as a guide for Elected Members, Council officers, applicants and the wider public in consideration of applications for, and the awarding of, amusement permits in the Newry Mourne and Down Council area.</p> <p>The policy outlines matters which may be taken into account in determining the award of an amusement permit. It has been developed to introduce greater clarity, transparency and consistency to the decision making process.</p> <p>The key objectives of this policy can be largely linked to the Council's overarching strategic goal of improving the quality of life for present and future generations in the Newry Mourne and Down area by making it a better place in which to live, work, visit and invest.</p> <p>Against this background, the interrelated key policy objectives are to:</p> <ol style="list-style-type: none"> 1. promote the retail vibrancy and regeneration of Newry Mourne and Down; 	No EQIA considered necessary

	<ol style="list-style-type: none"> 2. enhance the tourism and cultural appeal of Newry Mourne and Down by protecting its image and built heritage; 3. support and safeguard residential communities in Newry Mourne and Down; 4. protect children and vulnerable persons from being harmed or exploited by gambling; 5. respect the need to prevent gambling from being a source of crime and disorder 	
Development of Meadowlands Play Park	This relates to developing a play facility that will increase the number of children becoming involved in physical activity thus resulting in a healthier lifestyle. It will also help to improve social conditions for the people who live in the most deprived neighbourhoods through better co-ordinated public services and the creation of safer environments.	No EQIA considered necessary
Procurement Policy and Procedures	<p>The Council procures goods and services with a view to:</p> <ul style="list-style-type: none"> • obtaining value for money i.e. ensuring that the Council's business needs and requirements are delivered to the required quality at the best available price; • demonstrating propriety and good practice; • complying with legal requirements that apply to public sector procurement activities. <p>The aim of the policy is to accommodate the core values of local government and be administered to ensure adherence to relevant UK and EU legislation and ultimately provide the best value for money.</p> <p>This policy and procedures are designed to assist Council Officers determine the most appropriate method of procurement when purchasing goods and services.</p>	No EQIA considered necessary

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	13 June 2019
Subject:	Statutory reporting – Rural Needs Annual Monitoring Report for period 1st April 2018 – 31st March 2019
Reporting Officer:	Regina Mackin, Assistant Director Corporate Planning and Policy
Contact Officer:	Colin Moffett, Head of Corporate Policy Suzanne Rice, Corporate Policy & Equality Officer

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

For decision	<input type="checkbox"/>	For noting only	<input checked="" type="checkbox"/>
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1.0	Purpose and Background
1.1	<p>The Rural Needs Act (NI) 2016 (the Act) became operational for government departments and district councils on 1 June 2017 and for the remaining public authorities listed on the schedule to the Act on 1 June 2018.</p> <p>In order to fulfil its statutory duty under the Act, the Department of Agriculture, Environment and Rural Affairs (DAERA) must publish a Rural Needs Annual Monitoring Report detailing the information compiled by public authorities on how they have exercised the due regard duty under section 1 (1) of the Act.</p> <p>DAERA has forwarded a note commissioning the annual returns for the period 1 April 2018 – 31 March 2019 along with a written narrative detailing how the Act has been implemented within our organisation.</p> <p>DAERA have requested that completed returns be sent to rural.needs@daera-ni.gov.uk by Friday 14 September 2019.</p>
1.2	<p>The appendices accompanying this report will be submitted to DAERA to meet DAERA's return deadline. i.e. Annex A - Newry, Mourne and Down District Council annual report to DAERA on implementation of Rural Needs Act for period 1 April 2018 - 31 March 2019 and (Annex A) and Annex B - Newry, Mourne and Down District Council corporate approach to implementation of the Rural Needs Act.</p>
1.3	<p>In relation to Newry, Mourne and Down District Council's corporate approach to implementation of the Rural Needs Act the following actions have been undertaken since its introduction:</p> <ul style="list-style-type: none"> • Two training seminars for elected members on the Rural Needs Act 2016 and implications for Council; • Two training seminars for council officials on the Rural Needs Act 2016 and the role of officials in ensuring that they are aware, understand and consider the implications of all decision making for rural areas within council;

	<ul style="list-style-type: none"> One to one guidance with officers on the completion of the Rural Needs Impact Assessment template and signposting to the Council's evidence and research section to assist with the completion of same; Council has updated its corporate reporting template which is completed for all council agenda items. This template now includes a section on Rural Needs implications where officers must detail and outline how they have considered the rural implications of the decision/report/strategy/plan/service delivery which is being presented for consideration and approval. <p>Further to this, in June 2019 the Council's Corporate Policy and Equality Officer will undertake a sample review of the implementation of Council's revised corporate template with specific reference to the rural needs implications section to monitor and evaluate understanding of the requirements of this statutory duty.</p>
2.0	Key issues
2.1	<p>There is a duty on public authorities to monitor and report. Under section 3(1) of the Rural Needs Act, Council must, in such manner as may be directed by the Department of Agriculture, Environment and Rural Affairs (DAERA):</p> <ul style="list-style-type: none"> compile information on the exercise of its functions under section 1 of the Act, include that information in the public authority's own annual report; and send a copy of that information to DAERA.
3.0	Recommendations
3.1	<p>To note completed annual returns prepared for submission to DAERA by requested deadline of 14 September 2019:</p> <ul style="list-style-type: none"> Appendix 1 - Newry, Mourne and Down District Council annual report to DAERA on implementation of Rural Needs Act for period 1 April 2018 – 31 March 2019, and Appendix 2 - Newry, Mourne and Down District Council corporate approach to implementation of the Rural Needs Act.
4.0	Resource implications
4.1	No financial or resources implications are anticipated.
5.0	Equality and good relations implications
5.1	No equality of opportunity and good relations implications are anticipated.
6.0	Rural Proofing implications
6.1	The commitment to prepare an annual monitoring report falls under the scope of the Rural Needs Act (NI) 2016.
7.0	Appendices
	<p>Appendix I: Newry, Mourne and Down District Council annual report to DAERA on implementation of Rural Needs Act for period 1 April 2018 – 31 March 2019</p> <p>Appendix II: Newry, Mourne and Down District Council corporate approach to implementation of the Rural Needs Act</p>
8.0	Background Documents
	<ul style="list-style-type: none"> The Rural Needs Act (NI) 2016

Template for Information to be Compiled

Information to be compiled by Public Authorities under Section 3(1)(a) of the Rural Needs Act (NI) 2016.

(To be completed and included in public authorities' own annual reports and submitted to DAERA for inclusion in the Rural Needs Annual Monitoring Report).

Name of Public Authority:

Reporting Period: April 20 to March 20

The following information should be compiled in respect of each policy, strategy and plan which has been developed, adopted, implemented or revised and each public service which has been designed or delivered by the public authority during the reporting period.

<i>Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016¹.</i>	<i>The rural policy area(s) which the activity relates to².</i>	<i>Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service³.</i>
Implementation of a strategy with respect to dog fouling.	Rural Tourism	It is not anticipated that the implementation of the strategy will lead to differential treatment of people in rural areas.
Implementation of a two hour waiting restriction at the car park, The Square, Warrenpoint.	No specific rural policy area detailed within section 2D.	Car parking provision within the specific named car park in Warrenpoint is not considered to fall within the social and economic needs of people in rural areas. Car parking provision within Warrenpoint is not solely provided by the named car park.

Performance Improvement Plan 2018-2019.	<p>Rural Businesses, Rural Tourism, Jobs or employment in Rural Areas, Education or training in rural areas, Broadband or mobile communications in rural areas, Transport services or infrastructure in rural areas, Poverty in rural areas, Rural crime and community safety, Rural development</p>	<p>The data collation process revealed that the majority of the population of the District live in rural areas and may therefore experience levels of deprivation, particularly in terms of the Access to Services domain, transport connections and digital connectivity.</p> <p>The 2017-18 and 2018-19 consultation and engagement processes on the performance improvement objectives also highlighted the following issues in relation to rural areas and rural communities:</p> <ul style="list-style-type: none"> • Accessibility to Council facilities and urban areas from rural areas • Transport from rural areas to urban areas • The need to include the Areas of Outstanding Natural Beauty • Digital connectivity on rural areas • Proposals to invest in coastal areas and fishing villages <p>The Council has considered the issues raised and included 'supporting actions' around the rural economy, rural broadband and transport connectivity between urban and rural areas.</p>
Conflict of Interest Policy and associated Conflict of interested Procedures.	<p>Rural Business, Rural tourism, Rural housing, Jobs and employment in Rural areas, Education and training in Rural Areas, Broadband or Mobile Communications in rural areas, transport services or</p>	<p>It is not anticipated that the implementation of the policy will lead to differential treatment of people in rural areas.</p>

	<p>areas,</p> <p>Health and social services in rural areas,</p> <p>Poverty in rural areas,</p> <p>Rural crime or community safety,</p> <p>Rural development,</p> <p>Agri - Environment</p>	
Establishment of a minority communities financial assistance scheme.	Education and Training in Rural Areas	It is not anticipated that the implementation of the financial assistance scheme will lead to differential treatment of people in rural areas.
Gaming and Amusement Policy.	No specific rural policy area detailed within section 2D.	It is not anticipated that the implementation of the policy will lead to differential treatment of people in rural areas.
Irish Language Bursary Scheme.	Education and Training in Rural Areas	It is not anticipated that the implementation of the bursary scheme will lead to differential treatment of people in rural areas.
Irish Language Financial Assistance Scheme.	Education and Training in Rural Areas	It is not anticipated that the implementation of the financial assistance scheme will lead to differential treatment of people in rural areas.
Procurement Policy and Procedures.	No specific rural policy area detailed within section 2D.	It is not anticipated that the implementation of the procurement policy and procedures will lead to differential treatment of people in rural areas.
Provision of a new play park in Meadowlands in Downpatrick.	Does not relate to the rural policy areas	This is a single initiative/project within an urban area, as defined by the Government's Neighbourhood Renewal

Summer Scheme Activities.	Deprivation in Rural Areas	<p>Most deprived SOA's within NM&DDC LGD: <u>Income:</u></p> <ol style="list-style-type: none"> 1. Creggan 2. Forkhill 2 3. Silverbridge 1 5 Crossmaglen 13 Newtownhamilton 36 Silverbridge 2 <p><u>Multiple Deprivation:</u></p> <p>57 Crossmaglen 72 Creggan 94 Silverbridge 1 100 Forkhill 2 111 Newtownhamilton</p> <p>Through the audit of Summer Schemes it is clear that the Council is not the only provider of summer activities for young people. There is a wide variety of programmes being offered throughout the district by local sporting clubs, education authority, Libraries, autism groups, Special Olympics Ireland and community groups.</p> <p>The council offers financial assistance of up to £1,000 to any community group who meets the criteria for running summer schemes in their local areas.</p> <p>The council has considered the ways in which it can assist the young people of the district with summer activities and it has concluded that a number of combined initiatives would deliver the best service:</p> <ol style="list-style-type: none"> 1) The provision of an eight-week summer scheme in Downpatrick, Newry and Newcastle leisure centres 2) A range of drop in activities for families in our 100% run community centres. 3) A financial assistance programme for community organisations who wish to provide summer activities in their local areas.
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Performance Improvement Policy 2018-2019.	<p>Rural Business, Rural tourism, Rural housing, Jobs and employment in Rural areas, Education and training in Rural Areas, Broadband or Mobile Communications in rural areas, transport services or infrastructure in rural areas,</p> <p>Health and social services in rural areas,</p> <p>Poverty in rural areas, Rural crime or community safety, Rural development, Agri - Environment</p>	<p>Effectively mainstreaming the Performance Improvement Policy will support the implementation of key plans and strategies across the organisation, including the Corporate Plan, Performance Improvement Plan and Directorate Business Plans.</p> <p>These plans are the front facing documents of the organisation, and have been developed using a robust and reliable evidence base which will have taken into account the social and economic needs of local communities across the District, including rural areas.</p> <p>The Performance Improvement Policy should therefore be regarded as an enabler to support the delivery of key plans and strategies, and deliver services which improve the quality of life for all residents in urban and rural areas across the District.</p>
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NOTES

1. This information should normally be contained in section 1B of the RNIA Template completed in respect of the activity.
2. This information should normally be contained in section 2D of the RNIA Template completed in respect of the activity.
3. The information contained in sections 3D, 4A & 5B of the RNIA Template should be considered when completing this section.

Newry, Mourne and Down District Council's approach to the implementation of the Rural Needs Act 2016

In relation to Newry, Mourne and Down District Council's corporate approach to implementation of the Rural Needs Act the following actions have been undertaken since its introduction:

- Two training seminars for elected members on the Rural Needs Act 2016 and implications for Council. Following the local government elections in May 2019, training will be provided to all new councillors;
- Two training seminars for council officials on the Rural Needs Act 2016 and the role of officials in ensuring that they are aware, understand and consider the implications of all decision making for rural areas within council;
- One to one guidance with officers on the completion of the Rural Needs Impact Assessment template and signposting to the Council's evidence and research section to assist with the completion of same;
- Council has updated its corporate reporting template which is completed for all council agenda items. This template now includes a section on Rural Needs implications where officers must detail and outline how they have considered the rural implications of the decision/report/strategy/plan/service delivery which is being presented for consideration and approval;
- Attending DAERA engagement events on the Rural Needs Act.
- One to one meetings with representatives from DAERA seeking clarification on issues relating to the Act.
- Engagement with Officers from other District Councils through the Statutory Duty Network Forum on best practise examples in relation to the implementation of the Rural Needs Act.

Further to this, in June 2019 the Council's Corporate Policy and Equality Officer will undertake a sample review of the implementation of Council's revised corporate template with specific reference to the rural needs implications section to monitor and evaluate understanding of the requirements of this statutory duty. This action will therefore determine the type of training to be delivered to officers going forward.

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	13 June 2019
Subject:	Newry, Mourne and Down District Council Public Authority Statutory Equality and Good Relations Duties Annual Progress Report 2018-19
Reporting Officer (Including Job Title):	Regina Mackin, Assistant Director of Corporate Planning and Policy
Contact Officer (Including Job Title):	Suzanne Rice, Corporate Policy & Equality Officer Colin Moffett, Head of Corporate Policy

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

For decision	<input type="checkbox"/>	For noting only	<input checked="" type="checkbox"/>
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1.0	Purpose and Background
1.1	The report is in line with Council's Section 75 statutory duties and commitments within our approved Equality Scheme, wherein Council will prepare an annual report on the progress made on implementing the arrangements set out in its equality scheme to discharge its Section 75 statutory duties.
2.0	Key issues
2.1	As per the Council's approved Equality Scheme: <ul style="list-style-type: none"> The Section 75 annual progress report should be sent to the Equality Commission for Northern Ireland by 31 August each year and will follow any guidance on annual reporting issued by the Equality Commission. The latest Section 75 annual progress report should be available on Council's website.
3.0	Recommendations
3.1	To note Newry, Mourne and Down District Council's Public Authority Statutory Equality and Good Relations Duties Annual Progress Report for the period 2018-19 for submission to the Equality Commission for Northern Ireland by 31 August 2019.
4.0	Resource implications
4.1	Associated financial and resource implications relate to the implementation of commitments within the Council's approved equality scheme, including those related to an audit of inequalities, developing an action measures plan, consultation, monitoring and training.
5.0	Equality and good relations implications
5.1	No equality and good relations implications are anticipated. The report is in line with Council's Section 75 statutory duties and commitments within our approved Equality Scheme, wherein Council will prepare an annual report on the progress made on implementing the arrangements set out in its equality scheme to discharge its Section 75 statutory duties.

6.0	Rural Proofing implications
6.1	The annual progress report to the Equality Commission provides an update on positive actions undertaken by Council throughout the 2018-2019 financial year and does not fall within the scope of the Rural Needs Act Northern Ireland 2016.
7.0	Appendices
	Appendix I: Newry, Mourne and Down District Council Public Authority Statutory Equality and Good Relations Duties Annual Progress Report 2018-19.
8.0	Background Documents
	None

Newry, Mourne and Down District Council



Public Authority Statutory Equality and Good Relations Duties Annual Progress Report 2018-19

Contact:

<ul style="list-style-type: none"> Section 75 of the NI Act 1998 and Equality Scheme 	<p>Name: Suzanne Rice</p> <p>Telephone: 02830313164</p> <p>Email: suzanne.rice@nmandd.org</p>
<ul style="list-style-type: none"> Section 49A of the Disability Discrimination Act 1995 and Disability Action Plan 	<p>As above <input checked="" type="checkbox"/> (double click to open)</p> <p>Name:</p> <p>Telephone:</p> <p>Email:</p>

Documents published relating to our Equality Scheme can be found at:

www.newrymournedown.org

Signature:

This report has been prepared using a template circulated by the Equality Commission.

It presents our progress in fulfilling our statutory equality and good relations duties, and implementing Equality Scheme commitments and Disability Action Plans.

This report reflects progress made between April 2018 and March 2019

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PART A – Section 75 of the Northern Ireland Act 1998 and Equality Scheme**Section 1: Equality and good relations outcomes, impacts and good practice**

- 1 In 2018-19, please provide **examples** of key policy/service delivery developments made by the public authority in this reporting period to better promote equality of opportunity and good relations; and the outcomes and improvements achieved.

Please relate these to the implementation of your statutory equality and good relations duties and Equality Scheme where appropriate.

As a public authority, Newry, Mourne and Down District Council continues to strive to ensure that all programmes, initiatives and activities undertaken by Council promote equality of opportunity and good relations.

Below is a summary of some of the outcomes and improvements achieved are detailed in the actions below:

Audit of Inequalities and Equality Action Plan

- Following engagement with relevant key stakeholders (both internal and external), an audit of inequalities, and a 12-week public consultation, Council agreed an Equality Action Plan in late 2018. Officers are now ensuring that activities detailed in the action plan are actioned in line with the dedicated time frame. Since its adoption in October 2018, Officers have actioned a number of objectives including:
 - Continued utilisation of the Councillors' Equality and Good Relations Reference Group;
 - Development of a Corporate Consultation and Engagement toolkit;
 - Commitment and signatory to the Equality Commission's 'Every Costumer Counts' Charter.

Financial Assistance Programme 2018-2019

- Newry, Mourne and Down District Council has a variety of financial assistance programmes which promote Equality of Opportunity and Good Relations:
 - **Good Relations Financial Assistance Scheme** - £15,750 allocated to support 21 initiatives
 - **Irish Language Financial Assistance Scheme** – £17,006 allocated to 14 Initiatives aimed at promoting the Irish Language. Newry, Mourne and Down District Council also introduced the **Irish Language Bursary Scheme** in March 2018. 114 Bursaries (totally £30,000) were provided to students participating in Irish Language courses in the 2018-2019 financial year. In November 2018, having reviewed the implementation of the bursary scheme, Council approved increasing the Irish Language Bursary Scheme budget to £40,000 for the 2019-2020 financial year.
 - **Minority Communities Fund** – Following discussions at the November 2018 Councillors' Equality and Good Relations Reference Group, it was agreed by members that a Minority Communities Fund be established. The aim of the fund is

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to support Protestant, Unionist and Loyalist (PUL) and Black, Minority and Ethnic (BME) community projects and initiatives. The Minority Communities Fund for the 2019-2020 financial year will have two distinct themes:

- **Theme 1: Cultural Expression**
This theme is for projects/initiatives that positively promotes minority community culture, tradition and identity.
- **Theme 2: Positively engaging minority Communities**
This theme is for projects/initiatives to build positive relations, raise awareness and understanding, address perceptions and promote respect for minority communities.

The Minority Communities fund was approved by Council in January 2019 and the outcome from this open call will be reported in the next year's annual return to The Equality Commission.

Good Relations Programme & Council's District Electoral Area Forums

- Implementation of the Council's Good Relations Programme through the Good Relations Strategy 2015-18 which was as a result of an audit to identify strategic issues and priorities emerging for the Council area. The Council's Good Relations Strategy complements the themes outlined in the Together Building and United Community Strategy and the policy context both locally and regionally. Many of the actions detailed with the action plan are addressed at a local level through the council's seven DEA forums. In the 2018-2019 financial year each forum was allocated a budget of £11,000 from the action plan to deliver good relations activities within their specific area. Examples of initiatives supported included cross community school's projects, cultural diversity events, crime prevention events for older people within the community, youth recognition awards and health and well-being events.
- The Good Relations action plan also supports several initiatives directly. Examples of this is the support for Travelling Community programmes through the Newry, Mourne and Down District Traveller Forum. The Newry, Mourne and Down Traveller Forum is facilitated by the Council and members include Elected Representatives, Education Authority, SCSCCT, voluntary and community sector organisations and members of the Travelling community. The Traveller Forum aims to promote an inclusive and civil society in the Newry, Mourne and Down District Council area by championing Traveller rights and addressing current provisions for the Traveller community within the district. The Forum meets quarterly. The Traveller Forum has engaged with the Northern Ireland Human Rights Commission on the Traveller Accommodation study which was officially launched in March 2018. Council has been represented on all three committee meetings with the Equality Commission since its launch at the end of the last financial year and the Councils Corporate Policy and Equality Officer was asked to speak at one of the events to update on Council's progress to date as it was deemed an example of best practice.
- The action plan also supports the Newry and District's Interchurch Forum which brings together representatives from different churches within the district. The forum meets monthly and organises events such as seminars and plays which aim to promote a

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better understanding and engagement amongst its members and the wider public. Support was also provided to the Castlewellan Churches Forum whose events promote inclusion and like the Newry and District Forum promotes engagement amongst its members and the public

Councillors' Equality and Good Relations Reference Group

- Continued the implementation of a Councillors' Equality and Good Relations Reference Group. The Councillors' Equality and Good Relations Reference Group is a facilitated discussion space. The reference group is the Council's vehicle for considering and discussing politically sensitive and contentious issues, including those relating to events, policy and procedure, single issues requiring specific consideration for advice, and guidance on the establishment of wider good relations fora etc with a view of reaching a common understanding, agreement and actions. The Reference group held 4 meetings in the 2018-2019 financial year and continues to be an excellent resource to council for addressing sensitive issues. A variety of initiatives were supported by the reference group including an event in Partnership with the 'Killyleagh remembers the Great War' group where Council financially supported the Beacon for the 'Beacon of Light' which was a UK wide event and held at 7pm on the 11th November 2018. It formally acknowledged the centenary of the end of World War 1. The Reference group also developed school's events commemorating the events of 1918 including a seminar on the suffrage movement with Dr Myrtle Hill and author Sheena Wilkinson, and A Soldier's Tale event with actor Ciaran Hinds. Over 400 schoolchildren participated in the Centenary events.
- In February 2019, Council also held 4 events across the district to recognise the Chinese New Year. The events were assisted by the Confucius Institute and were attended by over 200 schoolchildren and business representatives.
- The reference group also discussed and analysed the councils approach to Bonfire Management which is managed the PCSP as well as Council's Bilingualism policy and its implementation relating to corporate wear and stationery. The reference group continues to be the space to discuss issues relating to the naming of Raymond McCreesh Park and the Judicial Review process. As detailed above, one of the final recommendations from the Reference Group was the introduction of the Minority Communities Financial Assistance Fund.

The Ethnic Minority Support Centre

- In acknowledgement of the ongoing growth of migrant workers and ethnic minority community within the Newry and Mourne District Council area, the Council has continued to take forward projects aimed at addressing the needs of Black and Minority Ethnic residents.

The key initiative was maintaining and further developing the Ethnic Minority Support Centre based in Newry, and advice clinics in Newry Housing Executive, Newry Citizens Advice Bureau and Downpatrick. This has encompassed a number of projects aimed at addressing the needs of Black and Minority Ethnic residents, providing advice and support, signposting of services, and examining the barriers to services and cultural

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awareness. Advice and information is available in English, Bulgarian, Polish, Lithuanian, Russian and Romanian.

In 2018 almost 2200 people availed of the service. The Ethnic Minority Support Officer in partnership with the Council's District Electoral Area Coordinators has developed information evenings for the Romanian, Polish and Lithuanian community. The Ethnic Minority Support Officer has noted that the Centre has received a large number of queries about Brexit and its implication for minority communities living in the district. In 2018 the Centre also began Arabic Clinics which are held on a weekly basis every Friday morning. Approximately 15 members of the Syrian community attend the clinics.

Other issues discussed and assisted with were the need for dedicated prayer space, projects and initiatives to build the capacity of families and young people and the need for dedicated burial space. Programmes of activity were organised by the DEA Forums throughout the financial year.

- Management and distribution of OFMDFM Crisis Fund: the Ethnic Minority Support Office received a total of £5000 from the OFMDFM crisis fund to be distributed from October 2018- March 2019.

Engagement with Disability Organisations

Officers met with representatives from the Cedar Foundation and worked in partnership to undertake mystery shopping exercises of several council facilities and with council departments across the district, including Newry Leisure Centre and the Newcastle Centre. The Cedar Foundation is a support organisation that assists people with a disability, Autism or Brain Injury to live the life they choose.

Members of the Cedar organisation met with Officers from Council to feedback the results and evaluation from this exercise.

In July 2018, Officers along with the Chairman of Newry, Mourne and Down District Council met with representatives from Mobiloo. Mobiloo is a mobile accessible toilet with adult - sized changing bench, hoist and a friendly attendant. They state that they make it possible for disabled young people and adults to take part in everyday activities, enjoy new experiences and make memories with family and friends. The Council's events team have been provided with information and contact details which will now be considered for future council events.

- The Council's Disability Liaison Officer continued to work with local disability organisations to identify opportunities for people with a disability to play an active role in society be it through sporting or social activities.
- Ongoing Member Accreditation from Employers for Disability Northern Ireland;
- Continue to Implement the Shopmobility Scheme at Newcastle Centre, Newcastle. Used 221 times during the 2018- 2019 reporting period, this initiative has had a positive impact for people with mobility issues, encouraging participation in public life through increasing access to services, and enhanced the tourism experience for people with disability. The Equality Action plan details this positive action and

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recommends investigating the expansion of the scheme to other towns within the district.

- Following the launch of the 'Every Customer Counts' scheme in Newcastle in May 2018, the Council is ensuring that the needs of customers are met when accessing services in the district. Working with Autism Initiatives and the Equality Commission, Council has continued to recruit businesses to sign up to the Every Customer Counts. To date, 35 shop owners/staff attended the Autism friendly training in terms of service to customers. Council has also funded the provision of sensory equipment for use in Newcastle. Autism Friendly swim sessions have also been introduced in the Council's Leisure Centre
- As detailed in the Equality Action Plan, Council aims to roll this initiative across the district officials are working with Kilkeel Chamber of Commerce and Mourne Stimulus to provide autism friendly training to Kilkeel businesses.
- The introduction of the Just a Minute, JAM Card initiative which includes training for all front-line services staff. JAM Card allows people with a learning difficulty, autism or communication barrier tell others they need 'Just A Minute' discreetly and easily. Those with a communication barrier are often reluctant or unable to tell others about their condition, and the JAM Card allows this to happen in a simple, effective non-verbal manner.
- In July 2018, Newry, Mourne and Down District Council installed a Poolpod at Newry Leisure Centre which enables those living with a disability or restricted mobility to enjoy swimming in the swimming pool. The equipment was funded with investment from the Department for Communities which is managed by Disability Sport NI as part of their #ActiveLivingNoLimits action plan.
- Council has also introduced a disability leisure membership scheme (Buddy Card and concessionary rates).
- Ongoing commitment and participation in the Local Government Staff Commission's Equality and Diversity in Local Council's initiative and appointment of Diversity Champions (3 Elected Members and 1 Officer).

Sexual Orientation

Newry, Mourne and Down District Council has been working to partnership with Newry Rainbow Community to assist with Pride in Newry which will take place in August 2019. Newry was awarded UK and Ireland Pride 2019 in October 2018, and Council has committed both major financial and logistical support for this flagship event.

Age

Newry, Mourne and Down District Council continued to deliver the annual Summer Scheme programme of activity in various locations across the district to young people during July and August 2018. During the last financial year, the Council has developed and upgraded several play parks across the district in line with the recommendations in the Play Strategy. These developments have created better facilities for young people to enjoy.

Newry, Mourne and Down is an 'Age Friendly' District. The Age Friendly programme will be led by this Alliance made up of the most senior decision makers from the key public, private and not-for-profit agencies.

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The Newry, Mourne and Down Strategic Alliance has been working actively with a wide range of partners on initiatives to understand and improve the health, well-being and quality of life of older people. From this group of people an action plan has been developed *with* older people, not *for* them, and indeed older people's priorities and concerns have been the driving force behind discussions, consultations, and meetings with older people and relevant organizations, agencies, and groups.

Delivering Age Friendliness in Newry, Mourne and Down		
Vision:	To make Newry, Mourne and Down a really great place in which to grow older, and one that is valuing and enabling. To do this, agencies and groups need to work together in planned and agreed ways to promote the best possible health, well-being, safety and quality of life for older adults.	
Aims	<ol style="list-style-type: none"> 1. To increase the participation of older adults in the social, economic and cultural life of the community for the benefit of everyone 2. To improve the health, well-being and quality of life of older adults in the District 3. To show how services and supports for older adults can be made more responsive, caring, professional and accessible through imaginative and cost-effective partnerships 4. To be able to advise other areas in demonstrating the processes and benefits involved in the development and promotion of age-friendliness 	
Outcomes:	Newry, Mourne and Down will become an area where older adults: <ol style="list-style-type: none"> 1. can be leaders in revitalizing and strengthening their communities 2. feel valued for their life experience strengths, and contributions, and so feel involved and influential 3. will be more healthy, physically and emotionally, and have lower levels of isolation 4. will have the necessary transport and information to access needed supports and services, and 5. have quality and meaning in their lives to pursue activities of interest or enjoyment. 	
Community Planning in Action:	This plan arose from a range of multi-disciplinary agencies working collaboratively towards the one vision of developing age friendly services. It is evidence-based via engagement with older people and those designing and delivering services.	

People and Groups Involved		Age friendliness Themes
Older People	Local community based adults (n=261) completed a baseline survey to document their concerns and problems. They also took part in focus groups and consultations to brainstorm possible solutions.	1. Outdoor Spaces and Buildings
Strategic Alliance Group	Driving this Initiative included representatives from a range of groups, including the Council, the Senior Citizens Consortium, U3A, health, policing, education, housing, churches, transport, and the voluntary sectors.	2. Transport
Older People's Forum	This forum will input on the process of monitoring and evaluation	3. Housing
		4. Respect and social inclusion
		5. Social participation
		6. Communication and information
		7. Civic participation and employment
		8. Community and health services

Newry, Mourne and Down District Council has successfully developed an Age Friendly Strategy for the area and is progressing onto phase 2 where a new action plan will be produced for the period 2019-2021.

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Under its equality obligations, the Council is committed to ensuring that older people in the district have a voice and it promotes the inclusion of all people at all levels of decision making and influencing policy.

In September 2018 Newry, Mourne and Down District Council joined the World Health Organisation Global Network for Age-friendly Cities and Communities. The purpose of this membership is to gain access and exchange experiences and mutual learning between cities and communities worldwide. The Council have also joined the UK Network of Age Friendly Communities which means the District is now part of the growing movement of communities across the UK making places more age friendly. As a network member, Council are able to access a range of support and learning offers available to members. We are the 3rd Council in Northern Ireland to hold this membership which includes partners from England, Scotland and Wales.

Initiatives include:

- A website for older people – this is NI wide, which will have a section specific for this District area.
- Silver-screening – follow up with a tool kit for older people
- Positive Ageing Programme – 8th year this year
- Working towards a dementia friendly city and eventually district

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- 2 Please provide **examples** of outcomes and/or the impact of **equality action plans/** measures in 2018-19 (*or append the plan with progress/examples identified*).

Following engagement with relevant key stakeholders (both internal and external), an audit of inequalities, and a 12-week public consultation, Council agreed an Equality Action Plan in October 2018. The following details some of the examples of outcomes/ impact of measures achieved to date.

Principle 1: ensuring we work in a non – discriminatory environment, promote equality of opportunity and model of best practise in equality and good relations;

Objective – To continue to develop an understanding of the Council's duty to promote Equality of Opportunity and Good Relations

Outcome – Council continues to deliver Equality and Good Relations Training to Staff and elected members to embed an Equality and Good Relations ethos across the organisation.

Council continued to utilise the Councillors' Equality and Good Relations Reference Group during 2018-2019 to address issues of a sensitive and contentious nature.

Information on Equality and Good Relations continues to be provided to all new staff joining the organisation.

The Council's Good Relations Action Plan has been implemented with the seven District Electoral Area Forums being the delivery mechanism for Council.

Principle 2: Ensuring all our decisions are based on evidence to assess the likely impact of a policy on the promotion of equality and good relations;

Objective – To embed Council's Consultation and Engagement Framework.

Outcome - Newry, Mourne and Down District Council has produced a Corporate Consultation and Engagement toolkit for officials. The toolkit details the council's corporate commitment to engagement and its aim is to provide a standardised engagement approach across Council.

Outcome – The Equality consultee list was reviewed in line with GDPR requirements in September 2018. An updated consultee listing is now available.

Principle 3: Providing access to services, facilities and information;

Objective - Service and facilities are accessible for all parts of the community.

Outcome – In May 2018, Newry, Mourne and Down District Council signed up to and is committed to The Equality Commission's 'Every Costumer Counts' Charter. The Shop Mobility scheme continues to be available in Newcastle, through the Newcastle Centre. In 2018-2019 the service was used 221 times.

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Principle 4: Recruiting and employing people fairly;

Objective – *Integration of Section 75 statutory duties within job description.*

Outcome – Examples of specific relevant duties and responsibilities listed in new job descriptions include the following:

- Promote diversity across the organisation and in the Department by adhering to the Council's Equal Opportunity policies and procedures and avoiding all forms of discrimination both as an employer and a service provider.
- Promote Equality and Diversity across the organisation by demonstrating an open commitment to and actively promoting and celebrating diversity, promoting social inclusion and community cohesion.
- Work towards improving equality and diversity by ensuring that allocated targets to reduce inequalities and promote good relations are achieved.

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- 3** Has the **application of the Equality Scheme** commitments resulted in any **changes** to policy, practice, procedures and/or service delivery areas during the 2018-2019 reporting period? *(tick one box only)*

☐ Yes ☒ No (go to Q.4) ☐ Not applicable (go to Q.4)

Please provide any details and examples:

- 3a** With regard to the change(s) made to policies, practices or procedures and/or service delivery areas, what **difference was made, or will be made, for individuals**, i.e. the impact on those according to Section 75 category?

Please provide any details and examples:

- 3b** What aspect of the Equality Scheme prompted or led to the change(s)? *(tick all that apply)*

☐ As a result of the organisation's screening of a policy *(please give details):*

☐ As a result of what was identified through the EQIA and consultation exercise *(please give details):*

☐ As a result of analysis from monitoring the impact *(please give details):*

☐ As a result of changes to access to information and services *(please specify and give details):*

☐ Other *(please specify and give details):*

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Section 2: Progress on Equality Scheme commitments and action plans/measures

Arrangements for assessing compliance (Model Equality Scheme Chapter 2)

- 4 Were the Section 75 statutory duties integrated within job descriptions during the 2018-19 reporting period? *(tick one box only)*
- ☐ Yes, organisation wide
 - ☒ Yes, some departments/jobs
 - ☐ No, this is not an Equality Scheme commitment
 - ☐ No, this is scheduled for later in the Equality Scheme, or has already been done
 - ☐ Not applicable

Please provide any details and examples:

The job matching and recruitment process continued during the 2018-2019 financial year. Examples of specifically relevant duties and responsibilities listed in new job descriptions include the following:

- Promote diversity across the organisation and in the Department by adhering to the Council's Equal Opportunity policies and procedures and avoiding all forms of discrimination both as an employer and a service provider.
- Promote Equality and Diversity across the organisation by demonstrating an open commitment to and actively promoting and celebrating diversity, promoting social inclusion and community cohesion.
- Work towards improving equality and diversity by ensuring that allocated targets to reduce inequalities and promote good relations are achieved.

- 5 Were the Section 75 statutory duties integrated within performance plans during the 2018-19 reporting period? *(tick one box only)*
- ☐ Yes, organisation wide
 - ☒ Yes, some departments/jobs
 - ☐ No, this is not an Equality Scheme commitment
 - ☐ No, this is scheduled for later in the Equality Scheme, or has already been done
 - ☐ Not applicable

Please provide any details and examples:

The **Council's Corporate Plan** outlines a commitment to core values to being citizen focused, accountable, collaborative, sustainable and fair. We are also committed to delivering on the promotion of equality of opportunity and good relations in accordance

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with our statutory duties as laid out in Section 75 of The Northern Ireland Act 1998. In January 2019, Council appointed an independent consultant to undertake all engagement and development of the New Corporate Plan **2019 – 2023** and while the councils mission and strategic objectives may change, Council continues to be committed to the promotion of Equality of Opportunity and Good Relations.

The **Corporate Services Directorate Business Plan 2018-2019** made direct reference to the Section 75 statutory duties and actions relating to the implementation of the Council's Equality Scheme.

The **Council's Performance Improvement Plan 2018-2019** makes direct reference to its statutory duties and the performance improvement objectives will deliver positive outcomes for all citizens of the district in terms of Equality of opportunity and Good Relations.

In the 2018-19 reporting period were **objectives/ targets/ performance measures** relating to the Section 75 statutory duties **integrated** into corporate plans, strategic planning and/or operational business plans? *(tick all that apply)*

- ☐ Yes, through the work to prepare or develop the new corporate plan
- ☐ Yes, through organisation wide annual business planning
- ☒ Yes, in some departments/jobs
- ☐ No, these are already mainstreamed through the organisation's ongoing corporate plan
- ☐ No, the organisation's planning cycle does not coincide with this 2017-18 report
- ☐ Not applicable

Please provide any details and examples:

During the reporting period the Council's equality and policy functions were located within the Corporate Services Directorate, under Corporate Policy and Planning. The Directorate Business Plan 2018-2019 makes direct reference to the Section 75 statutory duties and actions relating to the implementation of the Council's Equality Scheme. This outlined key directorate actions, and a timetable / measure of success, related directly to Council's agreed Corporate Plan Objective of transformed & modernised the Council, providing accessible as well as value for money services.

In addition, as stated previously, all employees of the predecessor organisations have transferred to Newry, Mourne and Down District Council under TUPE arrangements. Examples of specifically relevant duties and responsibilities listed in new job descriptions include the following:

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- Promote diversity across the organisation and in the Department by adhering to the Council's Equal Opportunity policies and procedures and avoiding all forms of discrimination both as an employer and a service provider.
- Promote Equality and Diversity across the organisation by demonstrating an open commitment to and actively promoting and celebrating diversity, promoting social inclusion and community cohesion.
- Work towards improving equality and diversity by ensuring that allocated targets to reduce inequalities and promote good relations are achieved.

Equality action plans/measures

7 Within the 2018-19 reporting period, please indicate the **number** of:

Actions completed:

6

Actions ongoing:

14

Actions to commence:

4

Please provide any details and examples (*in addition to question 2*):

Many of the positive action measures identified are ongoing and continuous over the two years of the plan. Four of the positive actions are still to commence.

Examples of actions completed to date are:

- The utilisation of the Equality and Good Relations Reference Group during 2018 - 2019. 4 meetings were held in this reporting period.
- Implementation of the Good Relations Action Plan which is delivered through the District Electoral Area Forum. The allocated budgets have been spent and projects detailed in the DEA action plans have been delivered.
- Induction sessions delivered to new staff in June 2018.
- Council has produced a corporate consultation and engagement toolkit which aims to ensure effective consultation is undertaken.
- A corporate consultation mechanism has been put in place and this ensures that all consultation received is considered and processed to the relevant department for action.
- The Equality consultee list was reviewed in line with GDPR regulations.

8 Please give details of changes or amendments made to the equality action plan/measures during the 2018-19 reporting period (*points not identified in an appended plan*):

There are no changes to the equality action plan in the 2018-2019 reporting period.

9 In reviewing progress on the equality action plan/action measures during the 2018-19 reporting period, the following have been identified: (*tick all that apply*)

- ☒ Continuing action(s), to progress the next stage addressing the known inequality
- ☒ Action(s) to address the known inequality in a different way

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- ☒ Action(s) to address newly identified inequalities/recently prioritised inequalities
- ☐ Measures to address a prioritised inequality have been completed

Arrangements for consulting (Model Equality Scheme Chapter 3)

- 10** Following the initial notification of consultations, a targeted approach was taken – and consultation with those for whom the issue was of particular relevance: *(tick one box only)*

- ☒ All the time ☐ Sometimes ☐ Never

- 11** Please provide any **details and examples of good practice** in consultation during the 2018-19 reporting period, on matters relevant (e.g. the development of a policy that has been screened in) to the need to promote equality of opportunity and/or the desirability of promoting good relations:

The development of the Councils District Electoral Area Forums (DEA) are examples of good practice and two other Local Government Authorities are now implementing similar models. The DEA Forums were designed to be the local delivery and engagement vehicle for public consultation across the district.

The Councillors' Equality and Good Reference Group is a good practice model which provides elected members the space to discuss sensitive issues in a safe neutral space. A number of politically sensitive issues were discussed and have been addressed in this space.

- 12** In the 2018-19 reporting period, given the consultation methods offered, which consultation methods were **most frequently used by consultees**: *(tick all that apply)*

- ☒ Face to face meetings
- ☒ Focus groups
- ☒ Written documents with the opportunity to comment in writing
- ☒ Questionnaires
- ☒ Information/notification by email with an opportunity to opt in/out of the consultation
- ☐ Internet discussions
- ☐ Telephone consultations
- ☐ Other *(please specify)*: DEA public engagement events.

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Please provide any details or examples of the uptake of these methods of consultation in relation to the consultees' membership of particular Section 75 categories:

- 13 Were any awareness-raising activities for consultees undertaken, on the commitments in the Equality Scheme, during the 2018-19 reporting period? *(tick one box only)*

☒ Yes ☐ No ☐ Not applicable

Please provide any details and examples:

Consultees on the Councils equality database were contacted by an email public notice in June 2018 to advise that the Councils Equality Scheme was out to 12-week public consultation. The Corporate Policy and Equality Officer also advised groups at meetings. Advertisements were placed in the local press and on Councils social media platforms.

- 14 Was the consultation list reviewed during the 2018-19 reporting period? *(tick one box only)*

☒ Yes ☐ No ☐ Not applicable – no commitment to review

Following the introduction of the GDPR in May 2018, consultees were contacted to determine if they wish to continue to be included or removed from the Equality consultation database. All email contact was constructed in line with GDPR guidelines.

Arrangements for assessing and consulting on the likely impact of policies (Model Equality Scheme Chapter 4)

[Insert link to any web pages where screening templates and/or other reports associated with Equality Scheme commitments are published]

- 15 Please provide the **number** of policies screened during the year *(as recorded in screening reports)*:

20

- 16 Please provide the **number of assessments** that were consulted upon during 2018-19:

0

Policy consultations conducted with **screening** assessment presented.

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0	Policy consultations conducted with an equality impact assessment (EQIA) presented.
0	Consultations for an EQIA alone.

- 17** Please provide details of the **main consultations** conducted on an assessment (as described above) or other matters relevant to the Section 75 duties:

Non-applicable.

- 18** Were any screening decisions (or equivalent initial assessments of relevance) reviewed following concerns raised by consultees? *(tick one box only)*

☐ Yes
 ☐ No concerns were raised
 ☒ No
 ☐ Not applicable

Please provide any details and examples:

Arrangements for publishing the results of assessments (Model Equality Scheme Chapter 4)

- 19** Following decisions on a policy, were the results of any EQIAs published during the 2018-19 reporting period? *(tick one box only)*

☐ Yes
 ☒ No
 ☐ Not applicable

Please provide any details and examples:

Arrangements for monitoring and publishing the results of monitoring (Model Equality Scheme Chapter 4)

- 20** From the Equality Scheme monitoring arrangements, was there an audit of existing information systems during the 2018-19 reporting period? *(tick one box only)*

☐ Yes
 ☐ No, already taken place
 ☒ No, scheduled to take place at a later date
 ☐ Not applicable

Please provide any details:

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- 21** In analysing monitoring information gathered, was any action taken to change/review any policies? *(tick one box only)*

☐ Yes

☒ No

☐ Not applicable

Please provide any details and examples:

- 22** Please provide any details or examples of where the monitoring of policies, during the 2018-19 reporting period, has shown changes to differential/adverse impacts previously assessed:

Not-applicable.

- 23** Please provide any details or examples of monitoring that has contributed to the availability of equality and good relations information/data for service delivery planning or policy development:

Monitoring data provided by recipients of the Irish Language Bursary Scheme has assisted with the review of the process to be undertaken in the next financial year (2019/20) i.e. the budget will be apportioned to two distinct 6 monthly periods (April- Sept £35,000) and (Oct – Mar £5,000). It also determined the need for an increase in the Council's budget to the bursary scheme (which was agreed to be an additional £10,000).

Staff Training (Model Equality Scheme Chapter 5)

- 24** Please report on the activities from the training plan/programme (section 5.4 of the Model Equality Scheme) undertaken during 2018-19, and the extent to which they met the training objectives in the Equality Scheme.

Focused training is provided for Elected Members through the Council's Elected Member Development Programme, and key employees within Council who are directly engaged in taking forward the implementation of our equality scheme commitments (for those involved in research and data collection, policy development, service design, conducting equality impact assessments, consultation, monitoring and evaluation).

Where appropriate, training is provided to ensure employees and Elected Members are aware of the issues experienced by the range of section 75 groups. When appropriate and on an ongoing basis, arrangements will be made to ensure employees and elected members are kept up to date with Section 75 developments. Training on the Section 75 statutory duties and related issues is developed and provided by the Council's Head of Corporate Policy and arranged through the Human Resources Department.

Examples of focused training included the following:

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Training	Number of sessions
Deaf Awareness	2
Mental Health First Aid	3
Promoting Dignity at Work	9
Statutory Equality Duties - Section 75	1
Effective communication and customer service training	2
Mediation training sessions for Trade Unions	4
Corporate Induction	17
Procurement training	11
Recruitment and selection	4
Emotional Intelligence Training	4
Code of Conduct for Local Government Employees	9
Resilience training	2
Autism Friendly training	35 businesses owners / staff participated

- 25 Please provide any examples of relevant training shown to have worked well, in that participants have achieved the necessary skills and knowledge to achieve the stated objectives:

The delivery of Code of Conduct training embedded the need to ensure that Equality of Opportunity and Good Relations is at the core of local government. It details what is expected from employees in their day to day work which will help to maintain and improve standards while at the same time offering protection to employees from unfair criticism and misunderstanding.

Public Access to Information and Services (Model Equality Scheme Chapter 6)

- 26 Please list **any examples** of where monitoring during 2018-19, across all functions, has resulted in action and improvement in relation **to access to information and services**:

Non-applicable.

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Complaints (Model Equality Scheme Chapter 8)

- 27 How many complaints **in relation to the Equality Scheme** have been received during 2018-19?

Insert number here:

0

Please provide any details of each complaint raised and outcome:

Section 3: Looking Forward

- 28 Please indicate when the Equality Scheme is due for review:

March 2020

- 29 Are there areas of the Equality Scheme arrangements (screening/consultation/training) your organisation anticipates will be focused upon in the next reporting period? *(please provide details)*

As we enter the second term of the new Council, all elected members will participate in training sessions on the NI Local Government Code of Conduct for Councillors, Equality Screening and Rural Needs. The Corporate Policy and Equality Officer will also undertake a review of the corporate reporting template.

- 30 In relation to the advice and services that the Commission offers, what **equality and good relations priorities** are anticipated over the next (2018-19) reporting period? *(please tick any that apply)*

- ☒ Employment
- ☒ Goods, facilities and services
- ☒ Legislative changes
- ☒ Organisational changes/ new functions
- ☐ Nothing specific, more of the same
- ☐ Other (please state):

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PART B - Section 49A of the Disability Discrimination Act 1995 (as amended) and Disability Action Plans

1. Number of action measures for this reporting period that have been:

8

Fully achieved

Partially achieved

Not achieved

2. Please outline below details on all actions that have been fully achieved in the reporting period.

2 (a) Please highlight what **public life measures** have been achieved to encourage disabled people to participate in public life at National, Regional and Local levels:

Level	Public Life Action Measures	Outputs ⁱ	Outcomes / Impact ⁱⁱ
National ⁱⁱⁱ			
Regional ^{iv}			
Local ^v	Newry, Mourne and Down District Council directly promotes positive attitudes towards disabled people through service delivery and programming which includes a disability programme under Active and Healthy Communities Sports Development. This is delivered by Council's Activity Officer (formerly Disability Liaison Officer) which	Installation of a Poolpod in Newry Leisure Centre in July 2018. The equipment was funded with investment from the Department for Communities which is managed by Disability Sport NI as part of their #ActiveLivingNoLimits action plan.	Enables those living with a disability or restricted mobility to enjoy access to a swimming pool.

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	<p>includes a disability leisure membership scheme, core classes and development of a disability sports hub.</p>	<p>Implementation of a disability leisure membership scheme (Buddy Card and concessionary rates).</p> <p>As a member of Council Leisure Centres, people with disability can enjoy all the facilities on offer as these are totally accessible and striving to achieve excellence in accessibility. We have core groups led by our EBA 2020 Coaches that include Sofa to Saddle, Aqua chat, Strength and Balance classes, yoga, tai chi, pilates, cycling, rugby, athletics, and danderball.</p> <p>Autism Friendly swim sessions introduced in the Council's Leisure Centre</p>	<p>Increased access to leisure facilities and a broad, appropriate and relevant programme of activities.</p>
	<p>Raise awareness of the services and facilities for disabled people provided by the Council.</p>	<p>Continue with the implementation of a Shopmobility Scheme from Newcastle Centre, Newcastle and also Delamont Park. At the Newcastle Centre this service was used 221 times</p>	<p>Positive impact and encouragement for people with mobility issues to participate in public life through increasing access to services and enhance tourism experience for people with disability.</p>

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		<p>during the 2018-2019 reporting period.</p> <p>Council became a signatory of the Equality Commission's 'Every Customer Counts' initiative in May 2018 and is working directly with Autism Initiatives Northern Ireland in relation to designation of Newcastle as an Autism Friendly town. Working with Autism Initiatives and the Equality Commission, Council has continued to recruit businesses to sign up to 'Every Customer Counts'. To date, 35 shop owners/staff attended the Autism friendly training. Council has also funded the provision of sensory equipment for use in Newcastle.</p> <p>Council aims to roll this initiative across the district officials are working with Kilkeel Chamber of Commerce and Mourne Stimulus to provide autism friendly training to Kilkeel businesses.</p>	<p>Following the launch of the 'Every Customer Counts' scheme in Newcastle in May 2018, the Council is ensuring that the needs of customers are met when accessing services in the district.</p>
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	Engage with disability forums in the district.	<p>The introduction of the 'Just a Minute', JAM Card initiative which includes training for all front-line services staff.</p> <p>In July 2018, Officers along with the Chairman of Council met with representatives from Mobiloo; a mobile accessible toilet with adult -sized changing bench, hoist and a friendly attendant.</p> <p>The Council's Activity Officer continued to work with local disability organisations to identify opportunities for people with a disability to play an active role in society be it through sporting or social activities.</p>	<p>JAM Card allows people with a learning difficulty, autism or communication barrier tell others they need 'Just A Minute' discreetly and easily. Those with a communication barrier are often reluctant or unable to tell others about their condition, and the JAM Card allows this to happen in a simple, effective non-verbal manner.</p> <p>Council's events team provided with information and contact details which will now be considered for future council events.</p> <p>Development and promotion of programmes of activity involving people with a disability.</p>
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		<p>Officers met with representatives from the Cedar Foundation and worked in partnership to undertake mystery shopping exercises of several council facilities and with council departments across the district, including Newry Leisure Centre and the Newcastle Centre. The Cedar Foundation is a support organisation that assists people with a disability, Autism or Brain Injury to live the life they choose.</p> <p>Members of the Cedar organisation met with Officers from Council to feedback the results and evaluation from this exercise.</p>	<p>Improved access to facilities and services.</p>
	<p>Providing work experience and job opportunities for people with disabilities.</p>	<p>People with disabilities provided with work experience and job opportunities.</p>	<p>Disabled people encouraged to directly participate in public life as valued employees.</p>

2(b) What **training action measures** were achieved in this reporting period?

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	Training Action Measures	Outputs	Outcome / Impact
1	Provide appropriate training to concerning the disability duties	<p>Deaf Awareness – 2 sessions for employees delivered by Action on Hearing Loss.</p> <p>Promoting Dignity at Work – 9 training sessions for employees.</p> <p>Mental Health First Aid – 3 training sessions</p> <p>Local Government Code of Conduct for Employees - 9 training sessions for employees.</p>	Greater awareness and understanding of disability issues, the standards of behaviour required of employees and principle of equality of opportunity.
2	Recruitment and selection panels to be trained in the disability duties	Recruitment and Selection - 4 training sessions delivered to employees throughout the 2018-2019 financial year.	Interviewers participating in the Council's recruitment and selection process are aware of the Disability Duties and other employment related matters.
3	Include the new disability duties in staff training.	General Equality Awareness training delivered at 17 induction training sessions for new and seasonal staff.	This training provided participants with an overall appreciation of the employment equality legislation in Northern Ireland, raising awareness of key terms relating to equality legislation (including the disability duties), equality areas covered by employment equality legislation in Northern Ireland, examples of how discrimination can occur in relation to equality areas, and Council responsibilities and employee responsibilities under that legislation.

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2(c) What Positive attitudes **action measures** in the area of **Communications** were achieved in this reporting period?

	Communications Action Measures	Outputs	Outcome / Impact
1	Engage with the disability forums in the district.	<p>The Council's Activity Officer (formerly the Disability Liaison Officer) continued the work with local disability organisations to identify opportunities for people with a disability to play an active role in society be it through sporting or social activities.</p> <p>Officers met with representatives from the Cedar Foundation and worked in partnership to undertake mystery shopping exercises of several council facilities and with council departments across the district, including Newry Leisure Centre and the Newcastle Centre. The Cedar Foundation is a support organisation that assists people with a disability, Autism or Brain Injury to live the life they choose.</p> <p>Members of the Cedar organisation met with Officers from Council to feedback the results and evaluation from this exercise.</p>	Development and promotion of programmes of activity involving people with a disability and reviewing and improving access to information and services.

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2	<p>Raise awareness of the services and facilities for disabled people provided by the Council</p>	<p>Implementation of the Disability leisure membership scheme. (eg Buddy Card and concessionary rates)</p> <p>The introduction of the 'Just a Minute', JAM Card initiative which includes training for all front-line services staff.</p> <p>Continued implementation of a Shopmobility Scheme from Newcastle Centre, Newcastle and also Delamont Park. At the Newcastle Centre this service was used 221 times during the 2018-2019 reporting period.</p>	<p>Increased awareness of accessibility and access to Council services and facilities.</p> <p>JAM Card allows people with a learning difficulty, autism or communication barrier tell others they need 'Just A Minute' discreetly and easily. Those with a communication barrier are often reluctant or unable to tell others about their condition, and the JAM Card allows this to happen in a simple, effective non-verbal manner.</p> <p>Positive impact and encouragement for people with mobility issues to participate in public life through increasing access to services and enhance tourism experience for people with disability.</p>
	<p>Embed the disability duties into the council's corporate consultation process.</p>	<p>Relevant employees aware of the requirement to mainstream equality and disability principles and considerations when undertaking consultation processes.</p>	<p>Arrangements for consulting reflect the importance of consultation in all aspects of the implementation of our statutory duties.</p>

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2 (d) What action measures were achieved to 'encourage others' to promote the two duties:

	Encourage others Action Measures	Outputs	Outcome / Impact
1	Council became a signatory of the Equality Commission's 'Every Customer Counts' initiative in May 2018 and is working directly with Autism Initiatives Northern Ireland in relation to designation of Newcastle as an Autism Friendly town.	<p>Working with Autism Initiatives and the Equality Commission, Council has continued to recruit businesses to sign up to the 'Every Customer Counts' initiative.</p> <p>To date, 35 shop owners/staff attended Autism Friendly training.</p> <p>Council has also funded the provision of sensory equipment for use in Newcastle.</p> <p>Council aims to roll this initiative across the district. Officials are working with Kilkeel Chamber of Commerce and Mourne Stimulus to provide autism friendly training to Kilkeel businesses.</p>	Improved access to and delivery of services.

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2 (e) Please outline **any additional action measures** that were fully achieved other than those listed in the tables above:

	Action Measures fully implemented (other than Training and specific public life measures)	Outputs	Outcomes / Impact
1	Provide work experience for people with disabilities.	People with disabilities provided with work experience and Job opportunities.	Disabled people encouraged to directly participate in public life as valued employees.

3. Please outline what action measures have been **partly achieved** as follows:

	Action Measures partly achieved	Milestonesvi / Outputs	Outcomes/Impacts	Reasons not fully achieved
1	N/A			

4. Please outline what action measures **have not been achieved** and the reasons why.

	Action Measures not met	Reasons
1	N/A	

PART B

5. What **monitoring tools** have been put in place to evaluate the degree to which actions have been effective / develop new opportunities for action?

(a) Qualitative

- Evaluation / feedback from training sessions
- Discussion / consultation with disability groups and individuals

(b) Quantitative

- Number of employees who have received training
- Number of Elected Members who have received training
- Number of documents requested in alternative formats
- Number of complaints received

6. As a result of monitoring progress against actions has your organisation either:

- made any **revisions** to your plan during the reporting period or
- taken any **additional steps** to meet the disability duties which were **not outlined in your original** disability action plan / any other changes?

No

If yes please outline below:

	Revised/Additional Action Measures	Performance Indicator	Timescale
1	N/A		

PART B

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7. Do you intend to make any further **revisions to your plan** in light of your organisation's annual review of the plan? If so, please outline proposed changes?

No

ⁱ **Outputs** – defined as act of producing, amount of something produced over a period, processes undertaken to implement the action measure e.g. Undertook 10 training sessions with 100 people at customer service level.

ⁱⁱ **Outcome / Impact** – what specifically and tangibly has changed in making progress towards the duties? What impact can directly be attributed to taking this action? Indicate the results of undertaking this action e.g. Evaluation indicating a tangible shift in attitudes before and after training.

ⁱⁱⁱ **National** : Situations where people can influence policy at a high impact level e.g. Public Appointments

^{iv} **Regional**: Situations where people can influence policy decision making at a middle impact level

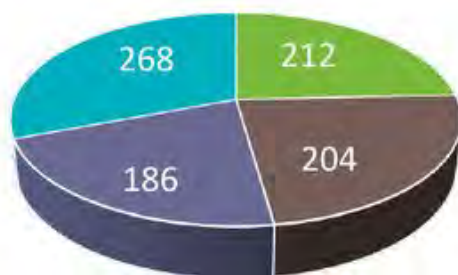
^v **Local** : Situations where people can influence policy decision making at lower impact level e.g. one off consultations, local fora.

^{vi} **Milestones** – Please outline what part progress has been made towards the particular measures; even if full output or outcomes/ impact have not been achieved.

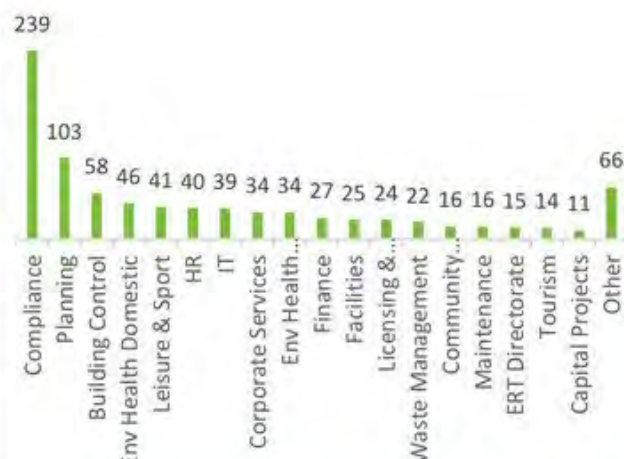
Report to:	Strategic Policy and Resources Committee
Date of Meeting:	13 June 2019
Subject:	Draft Access to Information Policy and Procedure
Reporting Officer	Alison Robb Assistant Director Corporate Services (Administration)
Contact Officer	Edel Cosgrove Head of Compliance

<table><tr><td>For decision</td><td>X</td><td>For noting only</td><td></td></tr></table>		For decision	X	For noting only	
For decision	X	For noting only			
1.0	Purpose and Background				
1.1	The purpose of this paper is to present the draft Access to Information Policy and Procedure for decision.				
1.2	The draft Access to Information Policy and Procedure brings together how Council will meet its statutory obligations in relation to a series of legislation; the Freedom of Information Act (FOIA) 2000, Environmental Information Regulations (EIR) 2004, Data Protection Act (DPA) 2018 and General Data Protection Regulation (GDPR) 2018 which provide individuals with the right to access information held by Council.				
1.3	Currently there are separate policies and procedures for FOI, EIR and the DPA. The draft Access to Information Policy and Procedure merges all the aforementioned policies and procedures into one overarching policy and procedure.				
1.4	It includes updates post GDPR/DPA and suggestions from the Information Commissioner Office's, received by Council on 17 April 2019, are incorporated.				
1.5	The procedure is separated into two sections: Compliance (section 1) and Implementation (section 2).				
2.0	Key issues				
2.1	The current FOI, EIR and DPA policies and procedures are out dated, particularly with regard to legislative changes.				
3.0	Recommendations				
3.1	Councillors are asked to consider and approve the draft Access to Information Policy and Procedure.				
4.0	Resource implications				
4.1	None identified.				

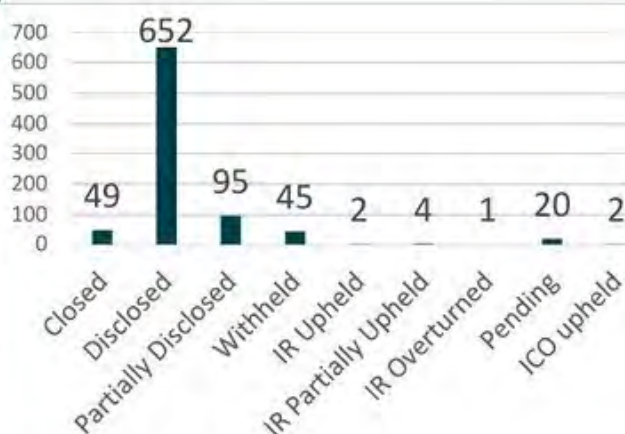
5.0	Equality and good relations implications
5.1	The Policy has been assessed on 16 May 2019 under NMDDC's Equality Impact Assessment process and has been screened out as having no impact on any of the groups designated in Section 75 of the Northern Ireland Act 1998.
6.0	Rural Proofing implications
6.1	The Policy has been assessed on 16 May 2019 under NMDDC's Rural Impact Assessment process and has been screened out as having no impact on the Rural Needs Act (Northern Ireland) 2016.
7.0	Appendices
7.1	Draft Access to Information Policy and Procedure.
8.0	Background Documents
8.1	<p>The draft Access to Information Policy and Procedure is informed by the current policies and procedures authorised by Council on 2 December 2014, these include:</p> <ol style="list-style-type: none"> 1. Freedom of Information Policy and Procedure 2. Environmental Information Policy and Procedure 3. Data Protection Policy and Procedure.



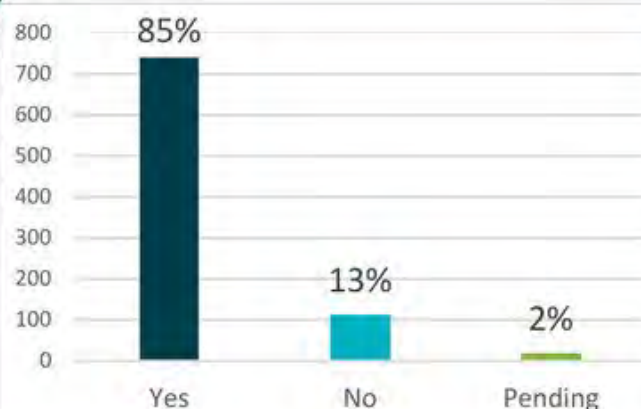
Number of requests for information from 1 April – 31 March 2019 per quarter.



Number of requests for information from 1 April – 31 March 2019 per lead Department.



Decisions on the number of requests for information from 1 April – 31 March 2019.



Number of requests for information from 1 April – 31 March 2019 responded within the deadline.

622
FOI

164
EIR

72
SAR

Number of requests for information from 1 April – 31 March 2019 per regime.

From 1 April – 31 March 2019

Number of ICO complaints:

3



ICO decisions:

- 2 Council decisions Upheld
- 1 Pending

Number of Data Breach reviews 1 April – 31 March 2019.

9

Access to Information Policy

Title

Newry, Mourne and Down District Council's (NMDDC) Access to Information (ATI) Policy.

Statement

NMDDC endorses the ATI Policy as a framework for the Council's compliance with and implementation of the Freedom of Information Act (FOIA) 2000, Environmental Information Regulations (EIR) 2004, Data Protection Act (DPA) 2018 and General Data Protection Regulation (GDPR) 2018.

Aim

The aim of the ATI Policy is to ensure NMDDC's compliance with and consistent application of the FOI, EIR, DPA and GDPR. NMDDC is committed to providing sufficient resources and appropriate training to ensure the Council achieves this objective. Council will work with the Information Commissioner's Office (ICO) to achieve the highest possible information governance standards.

Scope

NMDDC recognises the right of individuals to access Council information in accordance with the terms of the FOIA, EIR, DPA and GDPR.

The ATI Policy applies to:

- All recorded information which NMDDC holds including (but not limited to) any information which is created, received and maintained by Council Officers and Elected Members on behalf of the Council. The FOI, EIR, DPA and GDPR are fully retrospective so any past records held by the Council are covered by the legislation;
- The FOIA and EIR will apply to any recorded information which any other entity holds on behalf of the Council; and
- Personal data which Council holds in its capacity as a 'Controller' and/or 'Processor'. Where an entity processes information on behalf of Council as the 'Controller', Council will ensure that the matter of who responds to subject access requests is addressed.

All Council Officers and Elected Members are responsible for complying with the terms of the FOI, EIR, DPA and GDPR. All Officers and Members are also expected to comply with the Council's ATI Policy and Procedures in relation to FOI, EIR, DPA and GDPR.

Non-compliance with the legislation and the Council's ATI Policy & Procedures may result in the Council breaching its' legal obligations under the legislation. This, in turn, may result in NMDDC being the subject of formal or informal action by the Information Commissioner's Office (ICO).

Related Policies / Legislation

NMDDC's Publication Scheme

NMDDC's Retention & Disposal Schedule

NMDDC's Privacy Notice

NMDDC's IT Policies & Procedures
NMDDC's Customer Service Standards

Definitions

The "Information Commissioner's Office" means the independent authority set up to uphold information rights in the public interest.

Policy Owner

Assistant Director Corporate Services (Administration)

Contact Details

Assistant Director Corporate Services (Administration)
Head of Compliance

CMT Authorised on

30 April 2019 (version 2)

SMT Authorised on

13 May 2019 (version 3)
4 June 2019 (version 4)

Strategic Policy and Resources Committee Authorised on

Council Authorised on

Policy Effective Date

Policy Review Date

(4 years as per equality scheme
commitment 4.31)

Procedures

The ATI Procedures attached hereto must be adhered to in the delivery of this Policy.

Equality Impact Assessment

This Policy has been assessed on 16 May 2019 under NMDDC's Equality Impact Assessment process and has been screened out as having no impact on any of the groups designated in Section 75 of the Northern Ireland Act 1998.

Rural Impact Assessment

This Policy has been assessed on 16 May 2019 under NMDDC's Rural Impact Assessment process and has been screened out as having no impact on the Rural Needs Act (Northern Ireland) 2016.

DRAFT

Access to Information Procedure

Procedure Overview

This Procedure outlines Newry, Mourne and Down District Council's (NMDDC) framework for:

1. Compliance (Section 1) of the Freedom of Information Act (FOIA) 2000, Environmental Information Regulations (EIR) 2004, Data Protection Act (DPA) 2018 and General Data Protection Regulation (GDPR) 2018; and
2. Implementation (Section 2) for the above pieces of legislation.

Aim

The aim of the procedure is to ensure NMDDC's compliance with and consistent application of the FOI, EIR, DPA and GDPR. NMDDC is committed to providing sufficient resources and appropriate training to ensure the Council achieves this objective. Council will work with the Information Commissioner's Office (ICO) to achieve the highest possible information governance standards.

Scope

The procedure brings together a series of legislation (FOI/EIR/DPA/GDPR) providing individuals with the right to access information held by Council. It applies to everyone processing recorded data held by Council (including but not limited to, staff, elected Members, other public representatives, contractors, agents and all third party data processors).

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SECTION 1: COMPLIANCE**224****Freedom of Information Act (2000)***Introduction*

The FOIA gives the public the legal right to access information held by public authorities (subject to a number of legal exemptions).

The aim of the FOIA is to promote a culture of openness and accountability in local Government and to facilitate a better understanding of how we, as a Council, conduct our duties, make decisions and spend public money.

What is covered by the legislation

The FOIA applies to all recorded information which the Council holds including (but not limited to) any information which is created, received and maintained by Council Officers and Elected Members on behalf of the Council. The FOIA is fully retrospective, so any past records held by the Council are covered by the legislation.

Time limits

Any person who makes a request to the Council for information will be informed within 20 working days from the date of receipt of their request whether the Council holds the information requested. If the Council holds the information requested the requester will be provided with the information within 20 working days of the date of receipt of the request (subject to legal exemptions). Please note that 20 working days is the statutory maximum period within which public bodies must respond to a request. The Council will, however, endeavour to provide information to requesters in as short a timeframe as possible. Please also note that the statutory period of 20 working days may be extended for a further 20 working days in limited circumstances and the requester will be advised if this is the case.

Council may request clarification in relation to a request for information. Clarification may be sought in order to assist the Council in identifying and locating information relevant to a request. Where the Council requires clarification to be provided by a requester the Council will inform the requester of this as soon as reasonably possible following receipt of the request. Once clarification is received, Council will respond within 20 working days.

Where the Council does not hold the information being requested but the Council is aware that another organisation may hold the information the Council will advise the requester to contact that organisation and, where possible, will provide contact details for that organisation.

Charging

The Council may refuse a request where the cost to the Council of locating, retrieving and extracting the requested information would exceed the appropriate time and cost limits set by the FOIA. These limits are currently set at £450 or 18 hours of a Council Officer's time at £25 per person per hour. Where this amount will be exceeded the Council will inform the

requester of this and may refuse the request or issue a Fees Notice to the requester specifying the fee payable. Where a Fees Notice is issued the statutory period of 20 working days for dealing with the request will be suspended until payment of the Fee has been received by the Council. The requester will be given a period of 3 months within which to make payment of the Fee. If the Fee is not received within this period, the Council will no longer proceed with the request.

Exemptions

Council may refuse to provide information where it believes the information is subject to one or more of the legal exemptions prescribed under the FOIA.

Some exemptions are absolute and if invoked there is no obligation on the Council to consider the request for information further. However, most of the exemptions under the Act are qualified exemptions and are subject to the Public Interest Test. The Public Interest Test is the test applied to information to determine if the public interest in disclosing the information is greater than the public interest in applying an exemption and not disclosing the information. The Council will apply the Public Interest Test in all cases where qualified exemptions apply.

Where a request for information is refused the Council will, in most cases, confirm the fact that the Council holds the information and will provide the requester with details of the legal exemption under which the Council is refusing to provide the information. The Council will also provide details of the reason that the exemption has been applied to the information in question. However, in some cases, the FOIA recognises that it would not be appropriate to even confirm or deny whether the Council holds certain information. Where this is the case the Council will, in accordance with Section 17 of the legislation, issue a Refusal Notice stating the fact of refusal, the exemption being used and the reason why the exemption applies. The list of exemptions are as follows:

Absolute exemptions	Qualified exemptions subject to PIT
<p>Information Accessible By Other Means (Section 21)</p> <p>Information Supplied by, or Relating to, Bodies Dealing with Security Matters (Section 23)</p> <p>Court Records (Section 32)</p> <p>Parliamentary Privilege (Section 34)</p> <p>Personal Information (Section 40)</p> <p>Information provided in Confidence (Section 41)</p> <p>Prohibitions on Disclosure (Section 44)</p>	<p>Information Intended For Future Publication (Section 22)</p> <p>National Security (Section 24)</p> <p>Certificates under ss. 23 and 24: Supplemental Provisions (Section 25)</p> <p>Defence (Section 26)</p> <p>International Relations (Section 27)</p> <p>Relations within the United Kingdom (Section 28)</p> <p>The Economy (Section 29)</p> <p>Investigations & Proceedings Conducted by Public Authorities (Section 30)</p> <p>Law Enforcement (Section 31)</p> <p>Audit Functions (Section 33)</p> <p>Formulation of Government Policy (Section 35)</p> <p>Communications with Her Majesty etc & Honours (Section 37)</p> <p>Health & Safety (Section 38)</p> <p>Environmental Information (Section 39)</p> <p>Legal Professional Privilege (Section 42)</p> <p>Commercial Interests (Section 43)</p>

Environmental Information Regulations (2004)

Introduction

The EIR gives certain rights of access to Environmental Information to the general public.

The aim behind the law is that giving the public access to environmental information will encourage greater awareness of issues that affect the environment. Greater awareness helps increase public participation in decision-making; it makes public bodies more accountable and transparent and it builds public confidence and trust in them.

What is covered by the legislation

Any information in written, visual, aural, electronic or any other material form on:

- (a) the state of the elements of the environment, such as air and atmosphere, water, soil, land, landscape and natural sites including wetlands, coastal and marine areas, biological diversity and its components, including genetically modified organisms, and the interaction among these elements;
- (b) factors, such as substances, energy, noise, radiation or waste, including radioactive waste, emissions, discharges and other releases into the environment, affecting or likely to affect the elements of the environment referred to in (a);
- (c) measures (including administrative measures), such as policies, legislation, plans, programmes, environmental agreements, and activities affecting or likely to affect the elements and factors referred to in (a) and (b) as well as measures or activities designed to protect those elements;
- (d) reports on the implementation of environmental legislation;
- (e) cost-benefit and other economic analyses and assumptions used within the framework of the measures and activities referred to in (c); and
- (f) the state of human health and safety, including the contamination of the food chain, where relevant, conditions of human life, cultural sites and built structures in as much as they are or may be affected by the state of the elements of the environment referred to in (a) or, through those elements, by any of the matters referred to in (b) and (c)

Time limits

Requests for information must be responded to within 20 working days. The 20 day time limit can be extended to 40 working days if the complexity and volume of the information requested means that the 20 working days deadline cannot be complied with. Unlike FOIA, there is no provision to further extend the time limit for cases where the public interest has to be balanced.

Council is required to comply with all requests for information as soon as possible and we must not delay responding until the end of the 20 working day period under Regulation 5(2)(b) if the information could reasonably have been provided earlier. Council must aim to make all decisions as soon as possible and in any case within 20 working days, including in cases where a public authority needs to consider where the public interest lies. However, it is recognised there will be some instances where, because of the complexity and volume of the information requested it will not be possible to deal with an application within 20 working days. In such cases Council will inform the requester of this as soon as possible and within 20 working days, and will advise the requester when they will receive the information and the reasons for the delay.

Charging

The EIR does not require charges to be made but Council has discretion to make a reasonable charge for environmental information. However, if Council is providing access to a public register, or if the requester examines the information at Council offices, access to the information shall be free of charge. When making a charge, whether for information that is proactively disseminated or provided on request, the charge will not exceed the cost of producing the information.

A schedule of charges will be made available (including, e.g. a price list for publications, or the charge per unit of work which will be incurred to meet a request) when Council proposes to make a charge. When an advance payment is required, the requester will be notified and Council will invite the requester to say whether they wish to proceed with the request, or part of it, or whether the request may be met in some other way (for example, by visiting the offices to inspect the information or by making use of more easily identifiable data). Where advance payment is required the case will remain active for 3 months until payment is received. When a fee payment is received Council will release the information promptly and within 20 working days.

Exceptions

Under the EIR, there is a presumption in favour of disclosure. Council will conduct a public interest test if there are compelling and substantive reasons to withhold it. Below is a list of exceptions most relevant to the Council. For a complete list of exceptions consult the EIR exceptions¹:

Regulation:

12(3) – Personal Data

12(4) – Type and/or amount of information

12(5)(b) – Adversely affect justice or disciplinary procedures

12(5)(c) – Intellectual Property Rights

12(5)(d) – Confidentiality of proceedings

12(5)(e) – Commercial Interest

12(5)(f) – Voluntary Information

12(5)(g) – Protection of the Environment

13 – Third party personal data

**Note: 12(5)(d-g) may not be used for information concerning emissions*

¹ EIR exceptions: <http://www.legislation.gov.uk/uksi/2004/3391/part/3/made>

DATA PROTECTION ACT (2018) / GENERAL DATA PROTECTION REGULATION (2018)

Introduction

The DPA and GDPR are two pieces of legislation which establish a framework of rights and duties designed to safeguard personal data. The GDPR applies to all EU Member States. The DPA sets out specific provisions applicable to the UK. The GDPR and the DPA must therefore be read together.

Data protection is the fair and proper use of information about people. It is part of the fundamental right to privacy – but on a more practical level, it is about building trust between people and organisations. It is about treating people fairly and openly, recognising their right to have control over their own identity and their interactions with others, and striking a balance with the wider interests of society.

In order to carry out Council business Council collects and uses information about individuals. This may include information on members of the public, customers, suppliers, employees (past and current) and all others with whom the Council communicates.

What is covered by the legislation

- Personal data and special category data

Article 4(1) of the GDPR advises that 'personal data' means any information relating to an identified or identifiable natural person ('data subject'); an identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person;

Special category data is personal data which the GDPR says is more sensitive, and so needs more protection. This is particularly so as the loss, theft or mishandling of this category of information is likely to be of a greater detriment to the individual than the loss, theft etc of other categories of personal data. In order to lawfully process special category data, Council must identify both a lawful basis under Article 6 and a separate condition for processing special category data under Article 9.

The table below sets out personal data and special category data:

Personal Data (Article 4 GDPR)	Special Category Data (Article 9 GDPR)
<ul style="list-style-type: none"> • Name • Identification number • Location data • An online identifier • Physical • Physiological • Genetic • Mental • Economic • Cultural • Social factors 	<ul style="list-style-type: none"> • Race • Ethnic Origin • Politics • Religion • Trade Union Membership • Genetics • Biometrics • Health • Sex Life or Sexual Orientation

Article 4 of the GDPR sets out the main definitions:

- **Processing**

(2) 'processing' means any operation or set of operations which is performed on personal data or on sets of personal data, whether or not by automated means, such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction;

- **Controller**

(7) 'controller' means the natural or legal person, public authority, agency or other body which, alone or jointly with others, determines the purposes and means of the processing of personal data; where the purposes and means of such processing are determined by Union or Member State law, the controller or the specific criteria for its nomination may be provided for by Union or Member State law;

- **Processor**

(8) 'processor' means a natural or legal person, public authority, agency or other body which processes personal data on behalf of the controller;

Information Commissioner's Office (ICO)

The ICO means the independent authority set up to regulate and oversee the implementation of DPA/GDPR (and FOIA/EIR).

Data Protection Principles

Article 5 of the GDPR establishes seven key principles. The principles are in **bold** text below. ICO clarification² for each principle has been adopted to support Council compliance.

Article 5 (1) requires that personal data shall be:

(a) processed lawfully, fairly and in a transparent manner in relation to the data subject ('lawfulness, fairness and transparency');

Council must have a valid lawful basis in order to process personal data. There are six available lawful bases for processing. No single basis is 'better' or more important than the others – which basis is most appropriate to use will depend on Council's purpose and relationship with the individual³.

Most lawful bases require that processing is 'necessary' for a specific purpose. If Council can reasonably achieve the same purpose without the processing, Council will not have a lawful basis.

Council must determine the lawful basis before beginning processing, and should document it.

The lawful bases for processing are set out in Article 6 of the GDPR. At least one of these must apply whenever processing personal data:

- (a) Consent: the individual has given clear consent for Council to process their personal data for a specific purpose. However, if relying on consent, the consent can be withdrawn at any time. Where an individual is 'required' to provide information, you should not use consent as a lawful basis. Consent must be freely given and cannot be so given where the data subject is under an obligation to provide their personal information.
- (b) Contract: the processing is necessary for a contract Council has with the individual, or because they have asked Council to take specific steps before entering into a contract.
- (c) Legal obligation: the processing is necessary for Council to comply with the law (not including contractual obligations).
- (d) Vital interests: the processing is necessary to protect someone's life.
- (e) Public task: the processing is necessary for Council to perform a task in the public interest or for Council's official functions, and the task or function has a clear basis in law.
- (f) Legitimate interests: the processing is necessary for Council's legitimate interests or the legitimate interests of a third party, unless there is a good reason to protect the individual's personal data which overrides those legitimate interests. (This cannot apply if you are a public authority processing data to perform your official tasks.)

Processing of personal data must always be fair as well as lawful. If any aspect of Council's processing is unfair Council will be in breach of this principle. Fairness means that Council should only handle personal data in ways that people would reasonably expect and not use

² Principles - <https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/principles/>

³ Lawful bases for processing - <https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/lawful-basis-for-processing/>

it in ways that have unjustified adverse effects on them. Personal data may sometimes be used in a way that negatively affects an individual without this necessarily being unfair, e.g. processing personal data to impose a fine. What matters is whether or not such detriment is justified.

Transparent processing is about being clear, open and honest with people from the start about who Council is, and how and why it uses their personal data. Council must ensure that it tells individuals about its processing in a way that is easily accessible and easy to understand. Council must use clear and plain language.

(b) collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall, in accordance with Article 89(1), not be considered to be incompatible with the initial purposes ('purpose limitation');

Council will be clear about what its purposes for processing personal data are. It will record its purposes as part of its documentation obligations and specify them in its privacy information for individuals.

(c) adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed ('data minimisation');

Council will ensure the personal data it is processing is: adequate – sufficient to properly fulfil its stated purpose; relevant – has a rational link to that purpose; and limited to what is necessary – Council will not hold more than it needs for that purpose.

(d) accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay ('accuracy');

Council will take all reasonable steps to ensure the personal data it holds is not incorrect or misleading as to any matter of fact. Personal data will be kept updated and if it discovers it is incorrect or misleading. Council will take reasonable steps to correct or erase it as soon as possible. Council will also carefully consider any challenges to the accuracy of personal data.

(e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes in accordance with Article 89(1) subject to implementation of the appropriate technical and organisational measures required by this Regulation in order to safeguard the rights and freedoms of individuals ('storage limitation');

Council will not keep personal data for longer than is needed. It will create, maintain and regularly review its Retention and Disposal Schedule. Council will also carefully consider any challenges to the retention of personal data.

(f) processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures ('integrity and confidentiality').

Council will ensure that there are appropriate security measures in place to protect the personal data it holds. In addition to the technical security measures set out under Article 32 of the GDPR, the below bullet points are specific requirements that should be adhered to. This is not an exhaustive list and anyone handling personal data on behalf of Council must take all steps necessary to protect personal data and keep it secure at all times.

- **Physical Security of Personal Data:**

Physical security measures should be in place to protect personal data. This includes locking doors, securing filing cabinets containing personal information, protecting premises with alarms, security lighting and CCTV cameras (subject to DPIA, p16) using confidential waste bins, when posting personal data place sensitive data in envelope, then place all contents inside another envelope with return address on both. It also includes ensuring that access to Council Premises is controlled and monitored.

- **Manually held Personal Data:**

Each Department must make sure that it knows and holds a record of what personal data it holds and how and where it is stored. When confidential and sensitive personal data is being sent via post the information should be checked by another member of staff before being sent to ensure it is being posted to the correct recipient. In addition, Officers should 'double bag' information being sent where the information contains sensitive personal data or personal data of a confidential nature. Double bagging works by putting the personal data in an inner envelope which marks the material as confidential and has a postal return address. The inner envelope acts as a second barrier to the information being opened by the wrong recipient accidentally or otherwise.

When printing personal data all personal data sent to printers should be collected immediately and either stored securely or disposed of appropriately. Personal data should not be left on printers, photocopiers, fax machines etc.

- **Clear Desk Policy:**

As a general rule personal data should never be left unattended on desks or in meeting rooms etc. The Council will operate a Clear Desk Policy. This will reduce the risk of unauthorised access to, loss of or damage to personal data. It will also ensure that all personal data and confidential information held by the Council is held securely and adequately protected.

The Clear Desk Policy means that at the end of each day it is the responsibility of individual Officer's to clear their desk of all documents that contain any personal data or confidential

information. This information must be stored safely and securely (for example, in a locked office, locked filing room or filing cabinet etc).

- **Electronically held Personal Data:**

Please refer to Council's IT policies and procedures saved on the R drive under the 'policies and procedures' folder.

- **Access to Records containing Personal Data:**

Access to paper and electronic records containing personal data must be restricted. Line Managers must ensure that Officers with responsibility for and access to personal data are properly supervised. It is essential that all staff members and Councillors only access records which they have authority to access and which it is necessary for them to access in the course of their work as Council employees / representatives. Any employee / Councillors finding that they have access to data which they are not authorised to use must report this to their Line Manager so that the access can be removed. In the case of Councillors they should report this to the Head of Compliance. Any employee / Councillor with access to data which is no longer relevant to or necessary for their work must ask for the access to be removed. Any employee / Councillor who is aware that unauthorised access is taking place must report this to their Line Manager as soon as they become aware of it. In the case of Councillors they should report this to the Head of Compliance.

- **Sharing personal data**

Personal data should only be shared internally and disclosed to external third parties (other than the individual who is the subject of the data) where the sharing is compatible with the DPA/GDPR.

When sharing personal data internally within the Council, all staff members and Councillors should ensure that the sharing complies with the DPA and the GDPR. Sharing personal data across departments without having a lawful basis potentially risks breaching the GDPR.

Given Council's obligation to only use personal data for the purpose for which it was collected, all staff members and Councillors should consider dealing with any internal request for information as you would an external request by:

- Complying with the principles set out under Article 5(1) of the GDPR (p9 above),
- Ensure you have a lawful basis for sharing under Article 6(1) (p9 above);
- Where the personal data falls within the remit of Article 9(1) (special category data, p8 above), that you have a further reason for the processing under Article 9(2)⁴; and
- Documenting your reasons to share personal data.

Where there is no lawful basis for sharing the information, then it should not be shared.

Council's Corporate Privacy Notice, available on the website, sets out some instances which may require Council to share personal data, for example, for police investigations.

When personal information is shared Officers should advise the recipient of the purpose for which the information is being provided. Officers should also state that the information should only be used for that purpose and, depending on the nature of the information, Officers may want to restrict the onward sharing of the information by advising that the

⁴ GDPR Article 9: <https://gdpr-info.eu/art-9-gdpr/>

information should not be disclosed to third parties. Officers should seek assurances from the recipient on how long the personal data will be held for and an assurance that the data will be securely disposed of.

Article 5(2) of the GDPR adds that:

The controller shall be responsible for, and be able to demonstrate compliance with, paragraph 1 ('accountability').⁵

The accountability principle requires Council to take responsibility for what we do with personal data and how we comply with the other principles. Council will have appropriate measures and records in place to be able to demonstrate compliance. The Compliance Team is responsible for implementing this area of work however all employees are required to support the Compliance Team when contacted. Some measures are set out below:

Privacy Notices

When collecting personal data the Council will inform individuals why their personal data is being collected and will be open and honest as to how they intend to use it. The Council will not deceive or mislead any individual when obtaining their personal data. The Council will use people's personal data in ways that they would reasonably expect and will make sure not to do anything unlawful with the data.

All individuals collecting personal data (in any capacity) on behalf of Council must ensure that individuals are fully informed. A "Privacy Notice" must be provided to all individuals from whom the Council collects personal data.

What is a Privacy Notice?

A Privacy Notice is a Notice to let individuals know how Council will use their personal information. This will be different for each case in which personal data is collected. This Notice should be clearly communicated to individuals and should be visible on all Application Forms etc so that the Data Subject is fully aware of the intended uses of their personal information.

"Privacy Notices" should tell people:-

- ✓ The name and contact details of Council.
- ✓ The contact details of its Data Protection Officer - Head of Compliance.
- ✓ The purposes of the processing.
- ✓ The lawful basis for the processing.
 - The legitimate interests for the processing (if applicable).
- ✓ The categories of personal data obtained (if the personal data is not obtained from the individual it relates to).
- ✓ The recipients or categories of recipients of the personal data.
 - The details of transfers of the personal data to any third countries or international organisations (if applicable).
- ✓ The retention periods for the personal data.
- ✓ The rights available to individuals in respect of the processing.
 - The right to withdraw consent (if applicable).

⁵ What are the principles - <https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/principles/>

- ✓ The right to lodge a complaint with a supervisory authority.
- ✓ The source of the personal data (if the personal data is not obtained from the individual it relates to).
 - The details of whether individuals are under a statutory or contractual obligation to provide the personal data (if applicable, and if the personal data is collected from the individual it relates to).
 - The details of the existence of automated decision-making, including profiling (if applicable).

It is the responsibility of all Officers collecting personal data on behalf of Council to ensure that the appropriate Privacy Notices are provided. Sample Privacy Notices are available from the Council's Compliance Team. Council's Corporate Privacy Notice is available on the Council website.

When collecting personal data via the telephone or face to face the above information should be made clear to the data subject before any processing of their personal data takes place.

Council can use the information collected for a purpose other than the purpose for which it was originally collected, only if the new purpose is compatible with the original purpose⁶. Officers should not collect information unless Council need's to; if information is 'optional' Officers need to reassess whether it is needed at all.

Audit of Information

Council will conduct and regularly review Information Audits to support awareness of Council's data processing activities. The information gathered will be used to support compliance with GDPR Principle 7 as well as Business Planning.

Data Protection Impact Assessments

A Data Protection Impact Assessment (DPIA) is a process to help identify and minimise the data protection risks of a project, similar to equality and rural proofing screening. Council will conduct DPIA's for processing that is likely to result in a high risk to individuals and any other major project which requires the processing of personal data.

Data Sharing Agreements

When Council engages another organisation to process personal information on its behalf Council must make sure that the Data Processor enters into a Data Sharing Agreement (DSA) confirming their commitment to process personal data on behalf of Council in accordance with Data Protection legislation. It is the responsibility of all Officers engaging Data Processors to ensure that this Agreement is signed and enforced. Sample Agreements can be obtained by contacting the Compliance Team.

CCTV

Council operates a number of CCTV Cameras at various Council premises throughout the district. The purpose of the cameras is as follows:-

- Protecting areas and premises used by Council staff and the public;
- Deterring and detecting crime and anti-social behaviour;

⁶ Purpose limitation:- <https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/principles/purpose-limitation/>

- Assisting in the identification of offenders leading to their arrest and successful prosecution or other appropriate action;
- Reducing violent or aggressive behaviour towards staff;
- Reducing fear of crime, anti-social behaviour and aggression;
- Protecting Council property and assets;
- Maintaining and enhancing the commercial viability of the District and encouraging continued investment
- Assisting in staff disciplinary, grievance, formal complaints and Health and Safety Investigations.

The systems will not be used for any other purpose than those set out in this document without Council approval, and, where appropriate, notification to staff and following consultation with the Trade Unions. Any novel or non-standard use of the CCTV cameras will require the approval of the Council.

Cameras will not be used to monitor the progress of staff or individuals in the ordinary course of lawful business in the area under surveillance. Nor are managers permitted to use the cameras to observe staff working practices or time keeping or to assist them in the day-to-day management of their staff.

Individuals will only be monitored if there is reasonable cause to suspect a criminal offence or serious breach of discipline, potentially amounting to misconduct has been, or may be, about to be committed and this will only be permitted when authorized and may require authorisation. Officers should consult the Compliance Team before any such action is taken.

Each service operating CCTV cameras must establish who is responsible for the Camera and the images recorded by the Camera. That Officer will be responsible for the implementation of the good practice guidelines set out below:

A CCTV system should not be in use unless Council can demonstrate compliance with all of the below:

Guidelines for the Operation of CCTV Cameras:

- A Data Protection Impact Assessment must be undertaken for each location to take into account the effect on an individual's privacy and data protection rights, and to consider if the need identified can be addressed in a less privacy intrusive manner delivering the same objectives. DPIA to be subject to regular review;
- Transparency in its operation of CCTV – Council must let people know they are in an area where CCTV cameras are operational and that CCTV Cameras are recording their personal data. Council should also provide an explanation of why CCTV cameras are in operation, the purpose of the camera and what they are used for. Appropriate signage must be erected to include a published contact point for access to information and complaints;
- CCTV Cameras should not view areas which are not of interest and are not intended to be the subject of surveillance
- In areas where people have a heightened expectation of privacy (for example, toilets, changing rooms etc) cameras should only be used in the most exceptional of circumstances and where they are necessary to deal with serious concerns. In these cases an extra effort should be made to ensure that those under surveillance are

aware of the cameras. This may be by way of signs highlighting the fact that there are cameras in operation

- CCTV should not (usually) be used to record audio (for example, conversations between members of the public) as this is highly intrusive
- Regular review and audit of CCTV systems;
- CCTV footage is of sufficient evidential quality (with forensic integrity maintained) and fit-for-purpose.

Use, security and Retention of Recorded Images:

- There should be restricted access to recorded material and recorded images should be viewed in a restricted area or designated office. Access to CCTV recordings should be restricted to authorised personnel only;
- The public should not be allowed access to the area where staff can view CCTV;
- The Council must ensure that images obtained using CCTV are not used for any purpose other than the reason they were originally captured;
- No more footage should be stored than that which is strictly required for the purpose of a CCTV system, and should be deleted once the purpose has been met;
- Access to CCTV footage must be clearly defined, with restrictions on who can gain access and for what purpose;
- Appropriate organisational and technical measures should be in place to protect against unauthorised access and use;
- There should be clear responsibility and accountability within Council for all CCTV in operation;
- Due consideration must be given of approved operational, technical and competency standards and continual work in maintaining such standards;
- Clear rules, policies and procedures (with site-specific operational requirements and protocols) must be in place before a CCTV system is used;
- Regular training must be provided for CCTV operators.

Disclosure of CCTV Images:

- Disclosure of images from CCTV must be controlled and consistent. Requests for images should be treated with care as a wide disclosure may be unfair to the individuals concerned (effectively breaching the DPA/GDPR).
- Individuals may request images recorded of them. Such requests should be dealt with formally as Subject Access Requests (SAR) under the DPA/GDPR. All such requests should be passed to the Compliance Team as soon as they are received.
- CCTV Images should not generally be released to third parties (although there will be times when this is permissible under the DPA/GDPR). Requests for images of third parties should be dealt with formally as requests for information under the Freedom of Information Act. All such requests should be passed to the Compliance Team as soon as they are received.
- Council recognises that individuals have a right to prevent processing of their images where this would cause substantial and unwarranted damage / distress.

RIGHTS OF INDIVIDUALS UNDER THE GDPR:

The GDPR provides the following rights for individuals:

- 1.The right to be informed
- 2.The right of access
- 3.The right to rectification

- 4.The right to erasure
- 5.The right to restrict processing
- 6.The right to data portability
- 7.The right to object
- 8.Rights in relation to automated decision making and profiling.

An individual is entitled to make a request to Council verbally or in writing. For further information visit the ICO's website⁷.

BREACHES:

A breach of the DPA/GDPR may occur in a variety of ways. For example, this may arise from a theft or accidental loss of personal data (for example, mobile devices, laptops, documents containing personal data). It may also occur due to a deliberate attack on the Council's systems; the unauthorised use of personal data by a staff member or accidental loss or equipment failure. A suspected breach must be reported to the Compliance Team immediately.

Breaches considered 'high risk' need to be reported to the ICO within 72 hours. Failure to notify a breach when required to do so could result in a significant fine, up to 10 million Euros or 2 per cent of turnover.

ICO Penalties:

The ICO has the power to take regulatory action against public bodies for breaches of the DPA/GDPR as follows:-

1. The ICO has the power to impose monetary penalties up to the value of 20 million Euros (or equivalent in sterling) or 4% of the total annual turnover in the preceding financial year, whichever is higher;
2. The ICO may issue an Undertaking or Enforcement Notice requiring an organisation to take action or;
3. The ICO has the power to criminally prosecute organisations. Individuals may also be prosecuted under the Act. Upon summary conviction (in a Magistrate's Court) fines could result if employees / members process information about other people without their consent or proper authorisation from the Council. Upon conviction or indictment in the Crown Court the fine can be unlimited.

The Council's Breach Management Plan:

Should a breach of the DPA/GDPR occur there are four main elements the Council will focus on:

- Containment & Recovery of the breach;
- Assessment of the ongoing risk caused by the breach;
- Notification of the breach and;
- Evaluation of the Council's response to the breach

Council's Breach Management Plan is as follows:

⁷ Individual Rights:- <https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/individual-rights/>

1. All breaches should be notified immediately to the Council's Compliance Team in order that the breach can be addressed. Council hold a Breach Register so that staff can report breaches or potential breaches of DPA/GDPR.
2. Upon becoming aware of the breach Council will take all steps necessary to recover the information and limit the damage caused by the breach.
3. Council will assess the risks associated with the breach. In particular it will consider what type of data is involved; how sensitive it is; if data has been lost or stolen; whether there were any protections in place; what has happened to the data; the level of risk posed; how many individuals are affected; who the individuals affected are; what harm can come to those individuals and any perceived wider consequences of the breach.
4. Council will inform the appropriate people and organisations that a breach has occurred. Where appropriate the Information Commissioner's Office and the Police will be informed. The decision to inform the ICO and / or the Police will rest with Council.
5. Council will review its response and take steps to avoid the breach reoccurring.

NOTIFICATION TO THE INFORMATION COMMISSIONER'S OFFICE:

The DPA/GDPR requires every Data Controller who is responsible for processing personal data to notify the Information Commissioner's Office that they are processing personal data and to renew their Notification on an annual basis. Failure to do so is a criminal offence.

The Council's Assistant Director of Corporate Services (Administration) is responsible for Council's Notification to the Information Commissioner's Office on an annual basis.

All Officers are required to make the Assistant Director of Corporate (Administration) aware of any changes to the processing of personal data or any proposals to create a new system (paper or automated) which contains personal data. Any changes to Council's Notification should be brought to the attention of the ICO within 28 days.

Time limits

Any person who makes a request to Council for their personal data (subject access request) will be informed without undue delay and at the latest within one month from the date of receipt of their request whether Council holds the information requested. If Council holds the information requested the requester will be provided with the information within one month of the date of receipt the request (subject to legal exemptions). One month is the statutory maximum period within which public bodies must respond to a request. Council will, however, endeavour to provide information to requesters in as short a timeframe as possible. The statutory period of one month may be extended for a further two months in limited circumstances and the requester will be advised if this is the case.

Council may request proof of identity and/or clarification in relation to a request for information. Proof/clarification may be sought in order to assist Council in identifying and locating information relevant to a request. Where Council requires proof/clarification to be provided by a requester Council will inform the requester of this as soon as reasonably

possible following receipt of the request. Council will respond to the request when it receives the additional information and within the statutory time limit.

Where Council does not hold the information being requested but Council is aware that another organisation may hold the information Council will advise the requester to contact that organisation and, where possible, will provide contact details for that organisation.

Charging

Under the GDPR Council will not charge a fee for most subject access requests. However, Article 12(5) advises where the request is manifestly unfounded or excessive Council may charge a reasonable fee for the administrative costs of complying with the request. This can cover e.g. repeated requests for the same information. In those circumstances, Council will either refuse to respond and explain why, or charge for the administrative costs of providing the information, e.g. photocopying or postage costs; Council cannot, for example, charge for staff time. Council will advise the requester which basis (either manifestly unfounded or excessive) it is relying on.

The ICO's view is that standard requests for personal data will not meet the manifestly unfounded or excessive request threshold, however voluminous the records are.

When an advance payment is required, the requester will be notified and Council will invite the requester to say whether they wish to proceed with the request, or part of it, or whether the request may be met in some other way (for example, by visiting the offices to inspect the information). Where advance payment is required the case will remain active for 60 working days until payment is received. If no payment is received during this time the request closes but the requester may make a new application at any time. When a fee payment is received Council will release the information promptly and within the appropriate time limit.

Exemptions

Schedule 2-4 of the DPA sets out the exemptions to individuals right of access for Council. Officers should consult the Compliance Team for guidance. Some reasons for right of access to be denied is:

- The request is manifestly unfounded or excessive
- Information constitutes the personal data of third parties
- The information is subject to investigation being considered
- Disclosure would prohibit the prevention and detection of crime
- Information is protected under Legal Professional Privilege (LPP)
- Confidential references

SECTION 2: IMPLEMENTATION

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Access to information procedure**Introduction**

All requests for information (RFI) to Council need to be handled in accordance with the FOIA, EIR and DPA/GDPR.

The Information Commissioner's Office (ICO) advises:

"This doesn't mean you have to treat every enquiry formally as a request under the Act. It will often be most sensible and provide better customer service to deal with it as a normal customer enquiry under your usual customer service procedures. The provisions of the Act need to come into force only if:

- *you cannot provide the requested information straight away; or*
- *the requester makes it clear they expect a response under the Act".⁸*

All staff should be familiar with information readily available via Council's publication scheme⁹. The response to such requests should be issued as soon as possible, in adherence with Councils Customer Care procedures and certainly within the statutory time limits.

"If you need to deal with a request more formally, it is important to identify the relevant legislation:

- *If the person is asking for their own personal data, you should deal with it as a subject access request under the DPA/GDPR.*
- *If the person is asking for 'environmental information', the request is covered by the EIR.*
- *Any other non-routine request for information you hold should be dealt with under the FOIA".¹⁰*

The Compliance Team (CT) is responsible for processing RFI which fall outside the scope of a "normal day to day business or media enquiry". The CT will acknowledge the RFI, collating the information requested and responding to all requests received by Council. The Head of Compliance/Assistant Director of Corporate Services (Administration) is responsible for responding to internal reviews.

These procedures set out the processes that the CT follow when dealing with a RFI and Head of Compliance/Assistance Director of Corporate Services (Administration) will follow when dealing with a request for Internal Review.

⁸ In brief - <https://ico.org.uk/for-organisations/guide-to-freedom-of-information/receiving-a-request/>

⁹ Council publication scheme - <http://www.newrymournedown.org/publication-scheme>

¹⁰ When should we deal with a request as a freedom of information request — <https://ico.org.uk/for-organisations/guide-to-freedom-of-information/receiving-a-request/>

Types of RFI submitted to Council

There are four different types of request that Council might receive, aside from those which should be dealt with as enquiries in the normal course of business. It is important that the legislation under which a request is made is identified from the outset, as each will be dealt with slightly differently. The CT will identify which piece of legislation the request will be treated under. The requests may be any of the following:

- Requests for information made under FOIA.
- Requests for personal data made under the DPA/GDPR.
- Requests for environmental information made under the EIR.
- Request from complainants for information held on their case files which are primarily dealt with under DPA/GDPR, with other information on the case file falling outside the DPA/GDPR being considered under FOIA or EIR depending on the nature of the complaint (hybrid requests).

All requests under FOIA should be made in writing. Verbal requests are valid under EIR and DPA/GDPR. Verbal requests can be captured using the ICO's verbal request template form¹¹.

Council has a duty to comply with Section 49A of the Disability Discrimination Act 1995 (as amended by the Disability Discrimination (NI) Order 2006). The CT will support individuals requiring assistance in submitting requests in accordance with Chapter 6 of Councils Equality Scheme¹².

Receiving and acknowledging a RFI

The CT receives requests:

- Directly from individuals via telephone, letter or email addressed to the CT; and/or
- Communications which are transferred by teams to CT, including through social media.

All RFI to be dealt with by the CT will be logged on the monitoring spreadsheet as cases and given a reference number. New requests should be given a new case reference number from the central filing database. Existing case reference numbers can be applied to routine follow up requests that can be processed quickly.

The request case will be set up and an acknowledgement sent to the requester within two working days. The acknowledgement will clearly state the date by which the requester can expect a response.

Establishing whether the request is valid

The first stage once a request has been received is establishing whether it is a valid request:

- is it in writing (required for FOIs) or verbal (accepted under DPA/GDPR & EIR)

¹¹ Saved on the R Drive, under 'Policies and Procedures' folder

¹² Council's Equality Scheme - <http://www.newrymouredown.org/equality>

- does it contain the name and an address for correspondence?
- Is a form of ID required (DPA/GDPR)?
- does it describe the information being requested?

Seeking clarification

At the stage of acknowledgement, the CT will assist and advise requesters on what information is required to process their request.

Examples of the most common instances where the CT seeks clarification include; asking for proof of ID or authorisation (when dealing with a SAR on behalf of another individual. Where the request is not clear, can be read in more than one way or the CT has not received enough information needed to locate and retrieve the information being requested, clarification will be sought from the requester rather than attempt to interpret the scope of the request.

The case is closed in the acknowledging team member's name pending the receipt of the requested clarification. Once the clarification is received, the case is then reopened, acknowledged and referred back for processing.

Requests which can be responded to immediately

The request may be for information which, although not included in the Publication Scheme, can be provided immediately, or is for information which is not held by Council.

In either of these circumstances the response will be sent immediately, and the case closed. Where the information is not held Council will explain why and, if the request is misguided, provide the contact details for the correct organisation if known.

Advice may be sought by members of staff outside the CT regarding requests that can be responded to as normal course of business. Such requests should be responded to promptly, in adherence with Councils Customer Service Standards and certainly within the statutory timeframe.

Gathering and collating the information

Having interpreted the request, the CT will conduct searches of electronic and manual records, accessible to the CT, to establish what information is held. The monitoring spreadsheet and previous responses will also be considered when gathering information, noting any lapsed time.

The CT will then identify the possible Department(s) which may hold any additional information. The Department is added on the monitoring spreadsheet and an e-mail sent to the Head of Service (or equivalent) and responsible officer as soon as possible to allow them a reasonable time to respond.

When consulting with teams, the CT will:

- Clearly specify the information requested
- Enquire whether information which falls within the scope of the request is held by the department

- Specify a date by which a response should be provided to the CT (usually at least one week before the request is due)
- Ask for any views that the Department may have on disclosing the information
- Ask for any additional information which might put the information being requested into context and provide additional assistance to the requester.

In some cases, it may be necessary to send an 'all staff' email to ask staff to check their computers and manual files for information covered by the scope of the request. The requesters personal information will not be disclosed to third parties, unless a lawful basis applies.

Classification of Information

Information that contains protective marking e.g. 'Personal', 'Confidential' and/or 'Sensitive' will be considered in line with any applicable exemptions and or guidance from the ICO.

Cost

Council will adopt a 'in favour of disclosure approach'. In exceptional circumstances Council may consider refusing to comply with a request on the basis of the costs involved. If the information is held, the CT will estimate whether the cost of complying is "reasonable".

- Under FOI the cost limit is £25 per hour, £450 or 18 hours.
- Under EIR there is no cost limit. Manifestly unreasonable requests will be subject to a public interest test and, if applicable, a reasonable fee.
- Under DPA/GDPR there is no cost limit. Manifestly unfounded or excessive requests will be subject to a reasonable fee.

Where the CT receives multiple requests, but each individual request is for information falling under only one access regime (FOIA, EIR, or DPA/GDPR) then there will be no aggregation of costs across the different access regimes. In this situation the CT will only take the aggregated costs of responding to FOI requests into account under FOIA. Similarly, the CT will only take the costs of responding to requests for environmental information into account when deciding if multiple similar requests are manifestly unreasonable/unfounded under the EIR and DPA/GDPR¹³.

¹³ ICO - Calculating a cost where a request spans different access regimes:
https://ico.org.uk/media/for-organisations/documents/1192/calculating_costs_foia_eir_guidance.pdf

If a request exceeds the reasonable/appropriate cost limit the table below identifies the description of costs which can be applied under the relevant regime:

Cost description	FOI ¹⁴	EIR ¹⁵	DPA/GDPR ¹⁶
Time	Only chargeable if the info <u>cannot</u> be viewed by the requester at a Council site		X
Printing / copying	✓	✓	No cost for one copy. Cost applied for additional copies.
Postage	✓	✓	✓
Format (media device, Folder/ring binder)	✓	✓	✓

The requester will be advised of the fees notice and advice to enable them to reformulate their request to try bring it within the cost limit which will be treated as a new request. They will also be advised of the date to pay the fees notice (60 working days) or respond with a reformulated request.

The CT will also advise requesters they can seek an Internal Review of fees notices.

Consultation

If the information requested includes correspondence or information provided by a third party it may be necessary for the CT to contact that individual or organisation to seek their views on the disclosure.

The communication with the consultee will specify the document(s) considered for disclosure, and where necessary the CT may also need to provide a copy of the information considered for disclosure. A time frame for the reply will be given to the third party consulted.

The requesters personal information will not be disclosed to third parties, unless a lawful basis applies.

Responding to a request

The CT will adhere to the following checklist:

- Log all SAR/FOI/EIR requests on the monitoring spreadsheet.

¹⁴ ICO – Fees that may be charged when the cost of compliance exceeds the appropriate limit:
https://ico.org.uk/media/1635/fees_cost_of_compliance_exceeds_appropriate_limit.pdf

¹⁵ ICO – Charging for Environmental Information:
<https://ico.org.uk/media/for-organisations/documents/1627/charging-for-environmental-information-reg8.pdf>

¹⁶ ICO – Can we charge a fee:
<https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/individual-rights/right-of-access/>

- Review the monitoring spreadsheet to ascertain repeat requests and responses.
- Consider ICO guidance and decision notices.
- New requests should be given a new case reference number from the central filing database. Existing case reference numbers can be applied to routine follow up requests that can be processed quickly.
- Is the request from an individual for information about their case/complaint? If so, generally in the first instance treat it as a DPA/GDPR subject access request but bear in mind that some information in the file may need to be considered for disclosure under FOIA or EIR.
- If treating as a subject access request and records held are historical (e.g. an application prior to 25 May 2018) then the request should be considered under the DPA/GDPR 2018. The DPA 1998 is only relevant if reviewing a decision and the matter is still ongoing.
- Is the information already available through Council's Publication Scheme or are they able to book an appointment to view files?
- Where necessary offer advice and assistance as soon as possible.
- Issue acknowledgement within two working days.
- Advice and assistance should be offered if the request is vague or framed as a question:
 - Give as much information as possible in normal course of business
 - Check whether they still require further information
 - Explain the right to request recorded information
 - Explain what sort of information we might hold
- In every case where advice and assistance is provided:
 - Check we have understood what information they require
 - Explain what happens next in considering their request
 - Confirm date of receipt and latest date for response
- Search for the information. If the search would exceed the cost limit contact the requester as soon as possible, issue fees notice, date for payment and offer to assist reformulating the request.
- If Council does not hold any information, contact the requester to explain this. Offer advice on who else may hold the relevant information.
- If Council holds the information, is there a good reason not to disclose it? For example, does an exemption/exception apply

- Are there any protective markings e.g. draft, sensitive, private, confidential?
- Are there any FOI/EIR/DPA/GDPR disclosure notices contained within documents?
- Has the requester specified a preferred means of communication?
- Does Council need to consult with a third party (e.g. employee, contractor, stakeholder) before deciding on whether to disclose or withhold the information under an exemption?
- If Council wants to withhold the information, can it provide redacted documents?
- Is the request voluminous or sensitive and require peer checking?
- If Council withholds or redacts any information, issue a Refusal Notice. Include:
 - A confirmation that Council holds the information (unless an exemption applies to the confirmation itself)
 - The section and subsection of the exemption
 - Why the information falls within the exemption (unless explanation would disclose exempt information)
 - If prejudice-based, an explanation of likely prejudice
 - If qualified, set out the public interest arguments for and against disclosure
 - If absolute, explain there is no public interest test requirement
 - How to request an internal review and how to appeal
- Has the requesters address been checked against the original request?

Responses to requests will be sent as soon as the information is available. In some cases it may be possible to respond immediately, upon receipt, in which case it is not necessary to send an acknowledgment.

The information contained within the response will vary according to the nature of the request. Generally, a response to an FOI/EIR request should initially confirm whether or not the information requested is held, although there is some variation to this.

In cases where information is withheld, a Refusal Notice will be issued. The CT will set out the exemption(s) applied, the public interest (if applicable) and the reason why the exemption is engaged.

The CT will keep a copy of all documentation on file in response to the request. The CT will label the copy of un-redacted information in case it is subject for future request, Internal Review or review by the ICO.

The CT will:

- ensure to have complied with any reasonable request for a particular format, electronic or hardcopy
- ensure that the correct review or right of appeal paragraphs are included

- check any attachments or enclosures which are being provided in response to the request before sending out the response
- ensure attachments to email are sent via pdf and encrypted/password protected where appropriate
- check the postal or email address of the requester against the original request before sending out the response. Place sensitive/confidential information within a second envelope for extra protection.
- Update the monitoring spreadsheet

Internal Reviews

The CT will acknowledge receipt of the request for review as soon as it is received and give the latest date by which the requester can expect a response.

The Head of Compliance/Assistant Director of Corporate Services (Administration) will conduct Internal Reviews and request the relevant file from the CT, to include:

- The original request
- The response
- Copies of information (guidance, verbal discussions etc)
- Copies of consultation request & responses
- Copies of unredacted information where applicable
- Request for review
- Acknowledgement

The Head of Compliance/Assistant Director of Corporate Services (Administration) will review the original decision, taking account of any time lapse and ICO decision notices. The response will include the details of the review, the outcome and requesters right to complain to the Commissioner. The respective file will be updated to include records of the Internal Review and the monitoring spreadsheet.

Roles and Responsibilities

Responsibilities of Council Officers

All Council Officers who hold or process recorded information held by Council are responsible for complying with the FOI/EIR/DPA/GDPR legislation and this procedure.

RFI can be made to any Council Officer. All Officers who receive RFI that cannot be dealt with within the normal everyday requirements of their role and function should forward the request to the CT immediately. If an Officer is in doubt as to whether a RFI requires to be dealt with under the terms of the FOI/EIR/DPA/GDPR the Officer should immediately contact the CT. All transfers of requests to the CT should be made immediately upon receipt of the request to allow the CT sufficient time to deal with the request within the statutory timeframe. Where an Officer deals with a RFI within the normal everyday requirements of their role they should be aware of the statutory timeframes.

When requested by the CT to provide information requested under the FOI/EIR/DPA/GDPR all Council Officers must provide all information held by them in relation to the request. Officers can highlight any sensitives over the disclosure of information, but it is the CT who

decides whether an exemption/exception is engaged. If an Officer is unsure whether information they hold is relevant to a request they should check this with the CT.

Information held in non-work personal email accounts may be subject to the legislation if it relates to the official business of Council. When a request for information is received Officers should consider all locations where relevant information is held, including private email accounts.

Council acknowledges that personal data held on private email accounts relating to the official work of the Council, falls within the scope of a request for information. However, since private email accounts may not be subject to the level of security deemed appropriate by the Council, storing personal data and using private email accounts risks breaching Article 5 and Article 32 of the GDPR.

Private email accounts should only be used in **exceptional** circumstance, for example, if Councils official IT platform is down and the matter requires urgent action. When communicating to a data subject regarding Council official business using a private email account, you must cc your official Council email address to ensure completeness of Council records¹⁷. Officers communicating via their private email account or are otherwise transmitting and/ or storing data therein, engage the data protection principles. **Officers therefore should use their Council email address and secure Council devices when communicating to data subjects regarding Council business.**

Whilst the Council has a statutory maximum statutory timeframe within which to respond to a request Officers will be required to provide the CT with the requested information within the timeframe as specified by the CT. This to ensure that the CT has sufficient time within which to consider the information, contact relevant third parties and redact exempt information where necessary.

It is a criminal offence to wilfully conceal, damage or destroy information in order to avoid responding to a request. It is therefore important that no records that are the subject of a request are amended or destroyed. The ICO advises: "*where information that is covered by a request is knowingly treated as not held because it is held in a private email account, this may count as concealment intended to prevent the disclosure of information, with the person concealing the information being liable to prosecution*".¹⁸

All Council Officers are also responsible for good information handling practice and implementing records management policies and procedures as appropriate. Council departments are responsible for the content of the Publication Scheme and must review it regularly. Departmental website content updates should be forwarded to the Marketing and Communications Team and Compliance Team for inclusion on the website.

When a request is made for information and that information includes the names of employees in connection with their work on behalf of Council, as a general rule Heads of Service and above name, job title and/or role will be disclosed.

¹⁷ Official information held in private email accounts, p5:- https://ico.org.uk/media/for-organisations/documents/1147/official_information_held_in_private_email_accounts.pdf

¹⁸ Page 4, link as above.

The question of disclosure of employee's name, job title and/or role below Head of Service will be looked at on a case by case basis. The main consideration in deciding whether to release the information in connection with their work on behalf of Council will be whether it is fair in all the circumstances to identify an individual employee e.g. whether they have been involved in the decision making process and whether their information is already in the public domain. Special consideration will be given where the disclosure of an employee's name would cause unwarranted damage or distress to that individual.

Responsibilities of Councillors

Information received, created or held by a Councillor on behalf of the Council will be covered by the legislation. This includes information received, created or held by a Councillor outside of the Council Chamber / Council Offices where the information forms part of their work as a Councillor on behalf of Council. Correspondence between Councillors or information held by a Councillor for their own private, political or representative purposes will not usually be covered.

As Councillors are not public authorities in their own right they have no obligation to respond to a request for information addressed to them individually. However, as a matter of good practice, a Councillor should explain this to the requester and, with the permission of the requester, pass the request to the CT. All transfers of requests to the CT should be made immediately upon receipt of the request to allow the Officer sufficient time to deal with the request within the statutory timeframe.

When requested by the CT to provide information requested under the FOI/EIR/DAP/GDPR all Councillors must provide all relevant information held by them in their role as an agent or representative on behalf of Council. Councillors can highlight any sensitives over the disclosure of information, but it is the CT who decides whether an exemption/exception is engaged. If a Councillor is unsure whether information they hold is relevant to a request they should check this with the CT.

Information held in non-work personal email accounts may be subject to the legislation if it relates to the official business of Council. When a request for information is received Councillors should consider all locations where relevant information is held, including private email accounts.

Council acknowledges that personal data held on private email accounts relating to the official work of the Council, falls within the scope of a request for information. However, since private email accounts may not be subject to the level of security deemed appropriate by the Council, storing personal data and using private email accounts risks breaching Article 5 and Article 32 of the GDPR.

Private email accounts should only be used in **exceptional** circumstance, for example, if Councils official IT platform is down and the matter requires urgent action. When communicating to a data subject regarding Council official business using a private email account, you must cc your official Council email address to ensure completeness of Council records¹⁹. Councillors communicating via their private email account or are otherwise transmitting and/ or storing data therein, engage the data protection principles. **Councillors**

¹⁹ Page 5, link as above.

therefore should use their Council email address and secure Council devices when communicating to data subjects regarding Council business.

Whilst the Council has a statutory maximum statutory timeframe within which to respond to a request Officers will be required to provide the CT with the requested information within the timeframe as specified by the CT. This to ensure that the CT has sufficient time within which to consider the information, contact relevant third parties and redact exempt information where necessary.

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Councillors should be aware that where their names appear on any recorded information or documentation held by them or by the Council in connection with their work on behalf of the Council their names and position within the Council will ordinarily be disclosed as a matter of course.

Training

All staff and Councillor's will be provided with mandatory FOI/EIR/DPA/GDPR training which will be required to be undertaken every three years, subject to legislative amendments. Refresher guidance will be provided annually.

FOI/EIR/DPA/GDPR training will form part of the Council's induction for new employees. A copy of this policy and procedure will be provided to all employees and Councillors.

Monitoring and Review

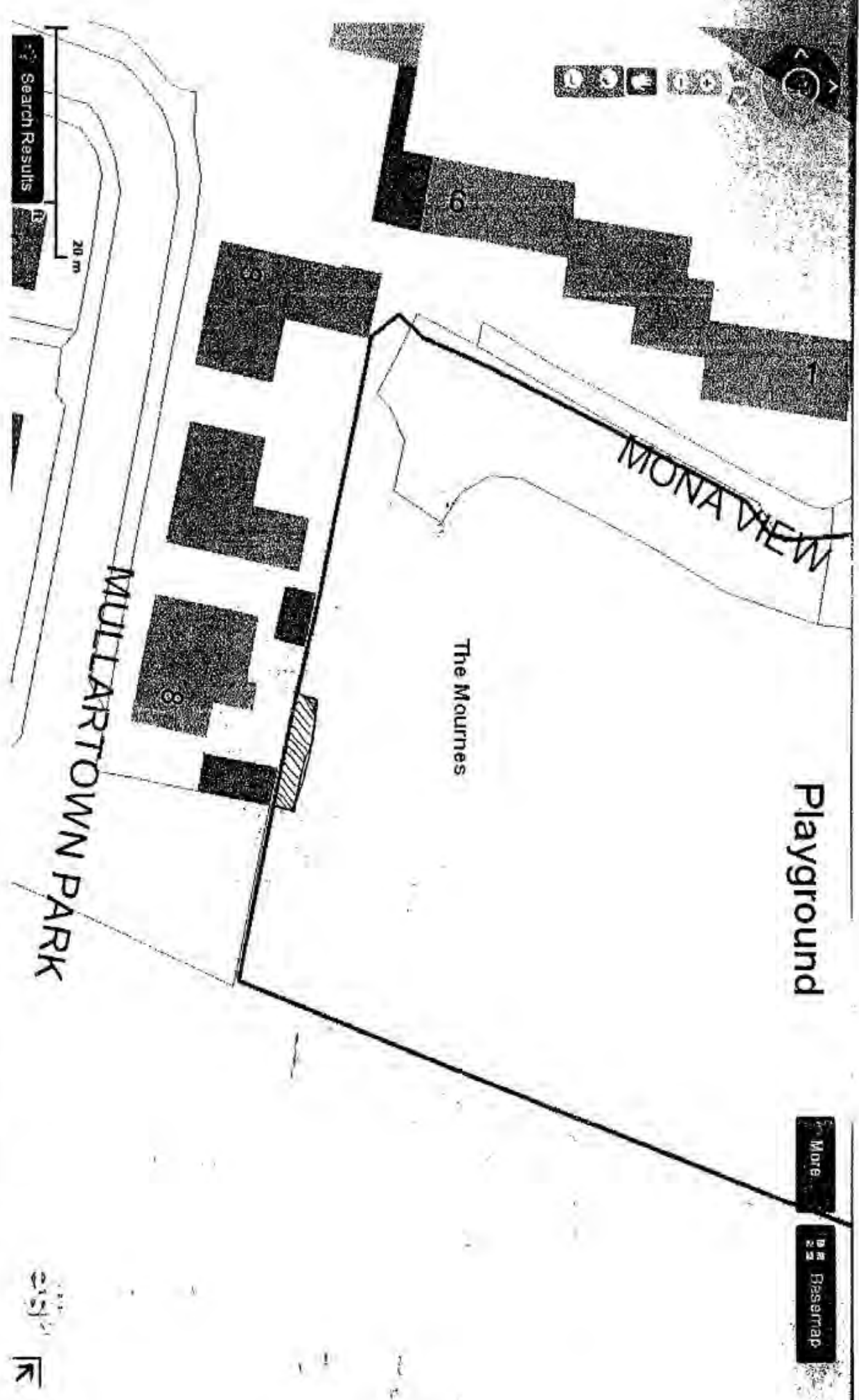
To ensure this Procedure complies with the terms of the FOI/EIR/DPA/GDPR and meets the needs of Council it will be reviewed every three years. If there is a change in legislation and/or internal processes review may complete sooner.

²⁰ Page 4, link as above.

Report to:	Strategic Policy and Resources Committee
Date of Meeting:	13 th June 2019
Subject:	Request to purchase a strip of Council land at Mona View, Annalong
Reporting Officer (Including Job Title):	Fearghal O'Connor, (Acting) Head of Legal Administration
Contact Officer (Including Job Title):	Julie McMurray, Legal Advisor

<table><tr><td>For decision</td><td>X</td><td>For noting only</td><td></td></tr></table>				For decision	X	For noting only	
For decision	X	For noting only					
1.0	Purpose and Background						
1.1	<p>A resident of Mullartown Park, Annalong contacted Council in February 2019, requesting that Council consider his request to purchase lands owned by Council at Mona View, Annalong. The lands are to the rear of the residents dwelling house at Mullartown Park, Annalong. The resident has provided a map outlining the extent of the area he wishes to purchase. The resident has stated that he wishes to purchase the lands from Council to increase the size of his garden.</p> <p>The area which the resident wishes to purchase forms part of a grass playing field adjacent to a housing development within the town of Annalong.</p> <p>In 2011, the owner of another dwelling at Mullartown Park, Annalong made three separate requests to purchase a portion of Council lands at Mona View, all of which were refused.</p>						
2.0	Key issues						
2.1	<p>Whether Council should agree (subject to Contract and Valuation) to sell lands at Mona View, Annalong to the resident.</p>						
3.0	Recommendations						
3.1	<p>It is recommended that the request is refused on the following grounds: -</p> <ol style="list-style-type: none">1. Consistency of approach. A request by the owner of another dwelling at Mullartown Park, Annalong was refused on three separate occasions.2. The negative impact a sale would have on the value of Council's overall holding at Mona View.3. Agreeing to the request is likely to lead other neighbouring landowners to make a similar request, thereby reducing the size of the holding.						

4.0	Resource implications
4.1	None, If Council accepts the recommendations.
5.0	Equality and good relations implications
5.1	Having considered this matter it is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations.
6.0	Rural Proofing implications
6.1	Due regard to rural needs has been considered in this matter and a rural needs impact assessment is not required.
7.0	Appendices
	Map showing the area which the resident has requested to purchase, hatched black.
8.0	Background Documents
	None.



Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	13 June 2019
Subject:	Newry, Mourne and Down District Council's Annual Fair Employment Monitoring Return; 2 January 2018 – 1 January 2019
Reporting Officer (Including Job Title):	Catrina Miskelly (Assistant Director Corporate Services: (HR & Safeguarding)
Contact Officer (Including Job Title):	Anne Jennings (HR Business Support Manager)

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

For decision	For noting only	x
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1.0	Purpose and Background																																																																																												
1.1	The Council is required under Article 52 of the Fair Employment and Treatment (NI) Order 1998 and Regulations 17 and 18 of the Fair Employment (Monitoring) Regulations (NI) 1999 (as amended) to annually prepare and submit a monitoring return to the Equality Commission for Northern Ireland (ECNI).																																																																																												
1.2	The Council's Annual Fair Employment Monitoring Return for year ended 1 January 2019, was submitted to the ECNI on 29 April 2019 (a copy is enclosed with this report).																																																																																												
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2.1	<p>A comparison of the Council's 2018 and 2019 Annual Fair Employment Monitoring is provided at 2.2 of this report and illustrates:</p> <ul style="list-style-type: none">Numbers of employees at 1 January 2019 compared 1 January 2018Community background of employees at 1 January 2019 compared 1 January 2018Numbers of applicants, appointees and leavers, during the years ending 1 January 2019 and 1 January 2018; including community background comparisons. <p>Definition for purposes of the Return:</p> <p>(i) an applicant is defined as a person who has applied to fill a vacancy during the 12-month period. Where they have applied to fill a vacancy on more than one occasion during the 12-month period, only their first application is included in the return.</p> <p>(ii) an appointee is a person who filled a vacancy during the 12-month period and are still in employment on the end date of return. Where they have been appointed more than once during the period, their first appointment is included in the return.</p> <p>(iii) a leaver is a former employee who ceased to be employed during the 12-month period. Where a former employee has left more than once during the 12-month period, the first occasion is included in the return.</p>																																																																																												
2.2	<table><tr><th colspan="4">2018 Totals</th><th>P</th><th>RC</th><th>ND</th><th colspan="4">2019 Totals</th><th>P</th><th>RC</th><th>ND</th></tr><tr><td>EMPLOYEES</td><td>939</td><td>17.68%</td><td>78.06%</td><td>4.26%</td><td>EMPLOYEES</td><td>1007</td><td>17.18%</td><td>78.75%</td><td>4.07%</td><td></td><td></td><td></td></tr><tr><td>Male</td><td>57.83%</td><td></td><td></td><td></td><td>Male</td><td>57.60%</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Female</td><td>42.17%</td><td></td><td></td><td></td><td>Female</td><td>42.40%</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>APPLICANTS</td><td>966</td><td>13.77%</td><td>73.40%</td><td>12.84%</td><td>APPLICANTS</td><td>1636</td><td>18.46%</td><td>79.52%</td><td>2.02%</td><td></td><td></td><td></td></tr><tr><td>APPOINTEES</td><td>161</td><td>14.91%</td><td>80.12%</td><td>4.97%</td><td>APPOINTEES</td><td>202</td><td>14.85%</td><td>83.17%</td><td>1.98%</td><td></td><td></td><td></td></tr><tr><td>LEAVERS</td><td>64</td><td>20.31%</td><td>75.00%</td><td>4.69%</td><td>LEAVERS</td><td>69</td><td>23.19%</td><td>73.91%</td><td>2.90%</td><td></td><td></td><td></td></tr></table>	2018 Totals				P	RC	ND	2019 Totals				P	RC	ND	EMPLOYEES	939	17.68%	78.06%	4.26%	EMPLOYEES	1007	17.18%	78.75%	4.07%				Male	57.83%				Male	57.60%							Female	42.17%				Female	42.40%							APPLICANTS	966	13.77%	73.40%	12.84%	APPLICANTS	1636	18.46%	79.52%	2.02%				APPOINTEES	161	14.91%	80.12%	4.97%	APPOINTEES	202	14.85%	83.17%	1.98%				LEAVERS	64	20.31%	75.00%	4.69%	LEAVERS	69	23.19%	73.91%	2.90%			
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2.3	<p>Council is due to complete its first Article 55 Review, which is a review of the composition of our workforce and of our employment practices. All registered employers must conduct a review at least once every three years.</p> <p>The purpose of an Article 55 Review is to:</p> <ul style="list-style-type: none">determine whether members of the Protestant and Roman Catholic communities are enjoying, and are likely to continue to enjoy, fair participation in employmenttake affirmative action if fair participation is not being secured by members of the Protestant and Catholic communitiesset goals and timetables as part of affirmative actiontake account of the guidance in the Fair Employment Code of Practice <p>This will be the 1st review of the Council post RPA and is expected to be finalised in September 2019.</p>												
3.0 Recommendations													
3.1	To note the contents of this report.												
4.0 Resource implications													
4.1	There was a significant increase year on year, in the number of applications received due to a greater number of posts being publicly advertised.												
	<table><tr><td></td><td>Year ended 1 January 2017</td><td>Year ended 1 January 2018</td></tr><tr><td>Recruitment exercises</td><td>255</td><td>230</td></tr><tr><td>Applications received</td><td>1264</td><td>2171</td></tr><tr><td>No. of posts publicly advertised</td><td>63</td><td>116</td></tr></table>		Year ended 1 January 2017	Year ended 1 January 2018	Recruitment exercises	255	230	Applications received	1264	2171	No. of posts publicly advertised	63	116
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5.0 Equality and good relations implications													
5.1	<p>In July 2018, a query was raised by the Equality Commission, in relation to the increased number of applicants determined as being from neither the Protestant nor Roman Catholic Community; as reflected in the Annual Monitoring Return for year ended 1 January 2018.</p> <p>Consequently, when preparing the Annual Monitoring Return for year ended 1 January 2019, in consultation with the Equality Commission, a review of the number of applicants determined as being from neither the Protestant nor Roman Catholic Community was undertaken. This resulted in community background determinations being made using the 'Residuary Method' which lead to a reduction in the number of applicants determined as being from neither the Protestant nor Roman Catholic Community.</p> <p>Summary of findings below:</p>												
i.	<p>Community Background (employees)</p> <ul style="list-style-type: none">0.5% reduction in employees determined to be from the Protestant Community0.69% increase in employees determined to be from the Roman Catholic Community0.19% reduction in employees determined to be from neither the Protestant nor Roman Catholic Community												
ii.	<p>Gender (employees)</p> <ul style="list-style-type: none">0.23% reduction in male employees0.23% increase in female employees												
iii.	<p>Community Background (applicants)</p> <ul style="list-style-type: none">4.69% increase in applicants determined to be from the Protestant Community6.12% increase in applicants determined to be from the Roman Catholic Community10.82% reduction in applicants determined to be from neither the Protestant nor Roman Catholic Community												

iv.	Community Background (appointees) <ul style="list-style-type: none"> • 0.06% reduction in appointees determined to be from the Protestant Community • 3.05% increase in appointees determined to be from the Roman Catholic Community • 2.99% reduction in appointees determined to be from neither the Protestant nor Roman Catholic Community
v.	Leavers <ul style="list-style-type: none"> • 2.88% increase in leavers determined to be from the Protestant Community • 1.09% reduction in leavers determined to be from the Roman Catholic Community • 1.79% reduction in leavers determined to be from neither the Protestant nor Roman Catholic Community
6.0	Rural Proofing implications
6.1	Not applicable
7.0	Appendices
7.1	Annual Fair Employment Monitoring Return year ended 1 January 2019
8.0	Background Documents
	None

FAIR EMPLOYMENT MONITORING RETURN

DATE: 2018/07/19

TIME: 13:15:39

FAIR EMPLOYMENT (NORTHERN IRELAND) ORDER 1998

FAIR EMPLOYMENT (MONITORING) REGULATIONS (NORTHERN IRELAND) 1999

259

The monitoring return is in five parts.

Parts A, B and E must be completed by ALL Registered Employers and Public Authorities

Part C to be completed ONLY by Registered Employers and Public Authorities who have employed apprentices i.e. employees employed under a contract of apprenticeship during the twelve month period ending on the date at A2.

Part D must be completed ONLY by Registered Employers with more than 250 employees and Public Authorities

Guidance notes to assist you in completing your monitoring return are included throughout this form.

PART A

A1. Registration Number	<input type="text" value="38163"/>
A2. Date to which the report relates	<input type="text" value="01/01/19"/>
A3. Deadline for return	<input type="text" value="01/05/19"/>

***Failure to complete and return this monitoring return to the
Equality Commission for Northern Ireland by the date A3
is a criminal offence and carries on conviction
a fine of up to £5,000***

GUIDANCE NOTES TO HELP YOU FILL IN YOUR FAIR EMPLOYMENT MONITORING RETURN

DATE: 26/04/19

TIME: 13:15:42

260

Part A - To be completed by all Registered Employers and Public Authorities.

A2 The date to which this return relates is the date (or anniversary) of your date of registration with the Equality Commission for Northern Ireland.

A5 List those premises, other than the address at A5, at which employees worked. It is not necessary for the employer to own or occupy the premises. If there is insufficient space in the form, continue on a separate sheet of paper and attach it to the form

PART A - To be completed by ALL Registered Employers and Public Authorities.

A4. Name of employer NEWRY, MOURNE AND DOWN DISTRICT COUNCIL

A5. Address MONAGHAN ROW
NEWRY

BT35 8DJ

A6.. List other locations

Amenity Skip Site (Camlough)
Amenity Skip Site (Hilltown)
Amenity Skip Site (Kilkeel)
Amenity Skip Site (Newry)
Amenity Skip Site (Newtownhamilton)
Amenity Skip Site (Warrenpoint)
Amenity Skip Sites (South Armagh)
Annacloy DLC
Annalong
Annalong Harbour
Annsborough N/C
Ardglass
Ardglass DLC
Assumption
Aughnagun Landfill Site
Bagenal's Castle
Ballykine HRC
Ballykinlar
Ballymote
Ballynahinch
Ballynahinch Centre
Ballyvange Centre
Bann Road Community Centre
Bann Road HRC
Barcroft Community Centre
Bessbrook Community Centre
Camlough General
Camlough Lake/Newry Canal/Flagstaff
Castlewellan (Bann Road)
Castlewellan Community Centre
City Centre Management Office
Cloonagh Road
Cloughreagh Community Centre
Council Offices
Countryside Facilities
Cranfield Amenity Area

GUIDANCE NOTES TO HELP YOU FILL IN YOUR FAIR EMPLOYMENT MONITORING RETURN

DATE: 28/04/19

TIME: 13:15:42

261

Part A - To be completed by all Registered Employers and Public Authorities.

A2 The date to which this return relates is the date (or anniversary) of your date of registration with the Equality Commission for Northern Ireland.

A6 List those premises, other than the address at A5, at which employees worked. It is not necessary for the employer to own or occupy the premises. If there is insufficient space in the form, continue on a separate sheet of paper and attach it to the form

PART A - To be completed by ALL Registered Employers and Public Authorities.

A4. Name of employer **NEWRY, MOURNE AND DOWN DISTRICT COUNCIL**

A5. Address **MONAGHAN ROW
NEWRY**

BT35 8DJ

Crossgar B/H

Crossmaglen Community Centre

Crossmaglen General

Crossmaglen HRC

Dan Rice Hall

Dan Rice Hall B/H

Delamont Country Park

Delamont Park

Donard Park N/C

Down Business Centre - Downpatrick

Down Civic Arts Centre

Down County Museum

Down Leisure Centre

Downpatrick

Downpatrick TIC

Downshire Civic Centre

Drumanakelly

Drumanakelly Landfill Site

Dundrum

Dundrum N/C

Dunleath DLC

European House

Forkhill Community Centre

Greenbank Council Offices

Household Recycling Centres within the District

Kilbroney Park

Kilkeel Bowling Green

Kilkeel General

Kilkeel Leisure Centre

Kilkeel Town Hall

Killough DLC

Killyleagh

Killyleagh Community Centre

Killyleagh KCC

Kilmore

Langley Road

Leisure Facilities

GUIDANCE NOTES TO HELP YOU FILL IN YOUR FAIR EMPLOYMENT MONITORING RETURN

DATE: 28/04/19

TIME: 13:15:42

262

Part A – To be completed by all Registered Employers and Public Authorities.

- A2** The date to which this return relates is the date (or anniversary) of your date of registration with the Equality Commission for Northern Ireland.
- A6** List those premises, other than the address at A5, at which employees worked. It is not necessary for the employer to own or occupy the premises. If there is insufficient space in the form, continue on a separate sheet of paper and attach it to the form

PART A - To be completed by ALL Registered Employers and Public Authorities.

A4. Name of employer **NEWRY, MOURNE AND DOWN DISTRICT COUNCIL**

A5. Address **MONAGHAN ROW
NEWRY**

BT35 8DJ

Lislea/Camlough Community Centre

Magh-Inis House

Market House

McGrath Centre

Meadow/High Street

Monaghan Court

Monaghan Row Council Offices

Newcastle

Newcastle Centre

Newcastle TIC

Newry Arts Centre

Newry General

Newry Leisure Centre

Newry Pool & Kilkeel Leisure Centre

Newry SC/Newry SP/St Colmans

Newry Sports Centre

Newry Swimming Pool

Newry Town Hall

Newry Variety Market

O Fialch House

Rostrevor General

Saintfield B/H

Slieve Gullion

St Colman's Sport and Community

Stranford DLC

Strangford Lough Office

Strangford Road Depot

Struell Cemetery

Three Ways/Derrybeg Community Centres

TIC St Patrick Visitor Centre

Tyrella/Murlough Beach

Warrenpoint

Warrenpoint General

Warrenpoint Park

Warrenpoint Town Hall

MALE EMPLOYEES

DATE: 23/6/19

TIME: 13:15:44

PART B To be completed by ALL Registered Employers and Public Authorities.

The information in this part of the form relates to the date at A2.

B7(a). Enter in the appropriate box the number of Full Time (FT), Part Time (PT) and Total (T) male employees on the date at A2 described in columns (2) to (4) who are employed in the major groups of the Standard Occupational Classification described in column (1).

(1) Standard Occupational Classification Major Groups	(2) No. of PROTESTANT MALE Employees			(3) No. of ROMAN CATHOLIC MALE Employees			(4) No. of MALE Employees WHOSE COMMUNITY CANNOT BE DETERMINED		
	FT	PT	T	FT	PT	T	FT	PT	T
1. MANAGERS AND SENIOR OFFICIALS	16	1	17	30	0	30	2	0	2
2. PROFESSIONAL	9	0	9	19	1	20	2	0	2
3. ASSOCIATE PROFESSIONAL AND	11	2	13	59	3	62	4	0	4
4. ADMINISTRATIVE AND SECRETARIAL	1	1	2	14	0	14	2	0	2
5. SKILLED TRADES	15	0	15	58	0	58	1	0	1
6. PERSONAL SERVICE	7	2	9	76	17	93	2	0	2
7. SALES AND CUSTOMER SERVICE	0	0	0	0	0	0	0	0	0
8. PROCESS, PLANT AND MACHINE	9	0	9	97	1	98	2	0	2
9. ELEMENTARY	14	0	14	99	0	99	3	0	3
TOTALS	62	6	68	452	22	474	18	0	18

B8(a). TOTAL NO. OF MALE EMPLOYEES AS ABOVE

580

B9(a). Enter in the appropriate box below (if applicable) the total number of male employees included in columns (2) and (3) above whose community has been determined using the residuary method of monitoring.

	No of Protestant Male employees			No of Roman Catholic Male employees		
	FT	PT	T	FT	PT	T
Male employees whose community has been determined under the residuary method of monitoring	0	1	1	12	1	13

FEMALE EMPLOYEES

DATE: 10/6/19

TIME: 13:15:45

PART B To be completed by ALL Registered Employers and Public Authorities.

The information in this part of the form relates to the date at A2.

B7(b). Enter in the appropriate box the number of Full Time (FT), Part Time (PT) and Total (T) female employees on the date at A2 described in columns (5) to (7) who are employed in the major groups of the Standard Occupational Classification described in column (1).

(1) Standard Occupational Classification Major Groups	(5) No. of PROTESTANT FEMALE Employees			(6) No. of ROMAN CATHOLIC FEMALE Employees			(7) No. of FEMALE Employees WHOSE COMMUNITY CANNOT BE DETERMINED		
	FT	PT	T	FT	PT	T	FT	PT	T
1. MANAGERS AND SENIOR OFFICIALS	5	1	6	32	0	32	0	1	1
2. PROFESSIONAL	4	0	4	19	0	19	1	0	1
3. ASSOCIATE PROFESSIONAL AND	27	4	31	81	7	88	9	2	11
4. ADMINISTRATIVE AND SECRETARIAL	30	4	34	122	16	138	6	1	7
5. SKILLED TRADES	1	0	1	2	0	2	0	0	0
6. PERSONAL SERVICE	6	1	7	22	6	28	0	3	3
7. SALES AND CUSTOMER SERVICE	0	0	0	0	0	0	0	0	0
8. PROCESS, PLANT AND MACHINE	0	0	0	2	0	2	0	0	0
9. ELEMENTARY	2	0	2	8	2	10	0	0	0
TOTALS	75	10	85	288	31	319	16	7	23

B8(b). TOTAL NO. OF FEMALE EMPLOYEES AS ABOVE

427

B9(b). Enter in the appropriate box below (if applicable) the total number of female employees included in columns (5) and (6) above whose community has been determined using the residuary method of monitoring.

	No of Protestant Female employees			No of Roman Catholic Female employees		
	FT	PT	T	FT	PT	T
Female employees whose community has been determined under the residuary method of monitoring	1	0	1	2	0	2

PART B To be completed by ALL Registered Employers and Public Authorities.

The information in this part of the form relates to the 12 month period ending on the date A2.

B10. Enter in the appropriate box the number of Applicants for employment in the major Standard Occupational Groups.

(1) Standard Occupational Classification Major Groups	(2) No. of PROTESTANT MALE Applicants	(3) No. of ROMAN CATHOLIC MALE Applicants	(4) No. of MALE Applicants WHOSE COMMUNITY CANNOT BE DETERMINED	(5) No. of PROTESTANT FEMALE Applicants	(6) No. of ROMAN CATHOLIC FEMALE Applicants	(7) No. of FEMALE Applicants WHOSE COMMUNITY CANNOT BE DETERMINED
1. MANAGERS AND SENIOR OFFICIALS	24	64	7	30	69	5
2. PROFESSIONAL	24	35	2	2	21	1
3. ASSOCIATE PROFESSIONAL AND	19	83	1	26	99	5
4. ADMINISTRATIVE AND SECRETARIAL	18	109	4	59	313	3
5. SKILLED TRADES	18	51	2	4	33	0
6. PERSONAL SERVICE	20	102	0	13	79	1
7. SALES AND CUSTOMER SERVICE	0	0	0	0	0	0
8. PROCESS, PLANT AND MACHINE	20	89	1	0	0	0
9. ELEMENTARY	25	150	1	0	4	0
TOTALS	168	683	18	134	618	15

B11. Enter into the appropriate box below the number of Applicants above who are male, the number who are female and the total number of applicants.

	Male	Female	Total
Applicants	869	767	1636

B12. Enter in the appropriate box below (if applicable) the number of applicants included in columns (2), (3), (5) and (6) above whose community has been determined using the residuary method of monitoring.

	No of Protestant Male applicants	No of Roman Catholic Male applicants	No of Protestant Female applicants	No of Roman Catholic Female applicants
Applicants whose community has been determined under the residuary method of monitoring	31	47	28	27

PART B To be completed by ALL Registered Employers and Public Authorities.

The information in this part of the form relates to the 12 month period ending on the date A2.

B13. Enter in the appropriate box the number of Appointees (who are employees at B7(a) and B7(b)) in the major Standard Occupational Groups.

(1) Standard Occupational Classification Major Groups	(2) No. of PROTESTANT MALE Appointees	(3) No. of ROMAN CATHOLIC MALE Appointees	(4) No. of MALE Appointees WHOSE COMMUNITY CANNOT BE DETERMINED	(5) No. of PROTESTANT FEMALE Appointees	(6) No. of ROMAN CATHOLIC FEMALE Appointees	(7) No. of FEMALE Appointees WHOSE COMMUNITY CANNOT BE DETERMINED
1. MANAGERS AND SENIOR OFFICIALS	0	8	0	2	8	0
2. PROFESSIONAL	2	4	0	1	4	0
3. ASSOCIATE PROFESSIONAL AND	3	18	1	7	16	1
4. ADMINISTRATIVE AND SECRETARIAL	0	7	1	6	30	0
5. SKILLED TRADES	2	2	0	0	1	0
6. PERSONAL SERVICE	1	24	0	1	7	1
7. SALES AND CUSTOMER SERVICE	0	0	0	0	0	0
8. PROCESS, PLANT AND MACHINE	0	14	0	0	0	0
9. ELEMENTARY	4	23	0	1	2	0
TOTALS	12	100	2	18	68	2

B14. Enter into the appropriate box below the number of Appointees above who are male, the number who are female and the total number of appointees.

	Male	Female	Total
Appointees	114	88	202

B15. Enter in the appropriate box below (if applicable) the number of appointees included in columns (2), (3), (5) and (6) above whose community has been determined using the residuary method of monitoring.

	No of Protestant Male appointees	No of Roman Catholic Male appointees	No of Protestant Female appointees	No of Roman Catholic Female appointees
Appointees whose community has been determined under the residuary method of monitoring	1	0	0	1

PROMOTEES

DATE: 2019/10

TIME: 13:15:52

PART D To be completed ONLY by Registered Employers who employ more than 250 employees and by ALL Public Authorities.

The information in this part of the form relates to the 12 month period ending on the date A2.

D17. Enter in the appropriate box the number of Promotees (who are employees at A2) in the major groups of the Standard Occupational Classification described in column (1).

(1) Standard Occupational Classification Major Groups	(2) No. of PROTESTANT MALE Promotees	(3) No. of ROMAN CATHOLIC MALE Promotees	(4) No. of MALE Promotees WHOSE COMMUNITY CANNOT BE DETERMINED	(5) No. of PROTESTANT FEMALE Promotees	(6) No. of ROMAN CATHOLIC FEMALE Promotees	(7) No. of FEMALE Promotees WHOSE COMMUNITY CANNOT BE DETERMINED
1. MANAGERS AND SENIOR OFFICIALS	1	1	0	0	0	0
2. PROFESSIONAL	0	0	0	0	0	1
3. ASSOCIATE PROFESSIONAL AND	0	0	0	0	0	0
4. ADMINISTRATIVE AND SECRETARIAL	0	0	0	0	0	0
5. SKILLED TRADES	0	0	0	0	0	0
6. PERSONAL SERVICE	0	0	0	0	0	0
7. SALES AND CUSTOMER SERVICE	0	0	0	0	0	0
8. PROCESS, PLANT AND MACHINE	0	0	0	0	0	0
9. ELEMENTARY	0	0	0	0	0	0
TOTALS	1	1	0	0	0	1

D18. Enter into the appropriate box below the number of Promotees above who are male, the number who are female and the total number of Promotees.

	Male	Female	Total
Promotees	2	1	3

PART D To be completed ONLY by Registered Employers who employ more than 250 employees and by ALL Public Authorities.

The information in this part of the form relates to the 12 month period ending on the date A2.

D19. Enter in the appropriate box the number of Leavers in the major Standard Occupational Groups.

(1) Standard Occupational Classification Major Groups	(2) No. of PROTESTANT MALE Leavers	(3) No. of ROMAN CATHOLIC MALE Leavers	(4) No. of MALE Leavers WHOSE COMMUNITY CANNOT BE DETERMINED	(5) No. of PROTESTANT FEMALE Leavers	(6) No. of ROMAN CATHOLIC FEMALE Leavers	(7) No. of FEMALE Leavers WHOSE COMMUNITY CANNOT BE DETERMINED
1. MANAGERS AND SENIOR OFFICIALS	1	2	0	1	0	0
2. PROFESSIONAL	2	2	0	0	0	0
3. ASSOCIATE PROFESSIONAL AND	2	5	0	1	0	0
4. ADMINISTRATIVE AND SECRETARIAL	0	2	0	1	13	2
5. SKILLED TRADES	1	8	0	1	7	0
6. PERSONAL SERVICE	3	4	0	2	2	0
7. SALES AND CUSTOMER SERVICE	0	0	0	0	0	0
8. PROCESS, PLANT AND MACHINE	1	5	0	0	0	0
9. ELEMENTARY	0	1	0	0	0	0
TOTALS	10	29	0	6	22	2

D20. Enter into the appropriate box below the number of Leavers above who are male, the number who are female and the total number of Leavers.

	Male	Female	Total
Leavers	39	30	69

PART E To be completed by ALL Registered Employers and Public Authorities.

E21. Signed

Anne Jennings

E22. Print name

ANNE JENNINGS

E23. Position in concern

HR BUSINESS SUPPORT MANAGER

E24. Date

29 APRIL 2019

ADDITIONAL INFORMATION

E25. Please give a contact for any queries arising from this return:

Name

CATRINA MISKELLY

Telephone No

03000132233

Fax No

THIS RETURN SHOULD BE COMPLETED AND SENT TO:

Equality Commission
Equality House
7/9 Shaftesbury Square
BELFAST BT2 7DP

BEFORE THE DEADLINE AT A3.

**YOU ARE ADVISED TO KEEP A COPY OF YOUR COMPLETED
MONITORING RETURN FORM FOR YOUR OWN INFORMATION.**

If you require any advice or assistance in completing this return, contact
the Equality Commission at the above address or telephone 028 9050 0600

Report to:	Strategic Policy and Resources Committee
Date of Meeting:	13th June 2019
Subject:	Scheme of Delegation Report
Reporting Officer (Including Job Title):	Dorinnia Carville, Director of Corporate Services
Contact Officer (Including Job Title):	Dorinnia Carville, Director of Corporate Services

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

For decision	For noting only	X
1.0	Purpose and Background	
1.1	<p>Attached is a schedule of decisions and authorisations delegated to Dorinnia Carville, Director of Corporate Services during the 2018-19 financial year under the following categories:</p> <ol style="list-style-type: none"> 1. Engaging consultancy assistance below the delegated level of £2,000. 2. Decision to commence formal restructuring within a Department or Departments. 3. Consultation responses other than technical responses where officers asked for Members views. 4. Decisions arising from external report on significant Health and Safety at Work. 5. In cases of emergency, the allocation or awarding of Financial Assistance to external groups or organisation below the delegated level of £300; and 6. Other decisions such as those with political media or industrial relations implications that Directors consider Members should be aware of. 	
2.0	Key issues	
2.1	None	
3.0	Recommendations	
3.1	That the Committee note the report.	
4.0	Resource implications	
4.1	Not applicable.	
5.0	Equality and good relations implications	
5.1	The Council will have due regard to the need to promote equality of opportunity between the equality categories. Council will seek to promote good relations between people of different religious belief, political opinion	
6.0	Rural Proofing implications	
6.1	I confirm due regard to rural needs has been considered, and the proposal has not been subject to a rural needs impact assessment	
7.0	Appendices	
	Appendix 1: Schedules	
8.0	Background Documents	
	None	

SCHEME OF DELEGATION (USE OF COUNCIL LAND)

Applicant	Council Land Requested/Details of Event	Dates	Fee waived / paid/ discounted/ N/A
Clinton Humphris obo Simon Community	Marcus Square, Hill Street, Newry	27 th July 2018	N/A
Columba O'Hare, Newry 2020	Marcus Square, Hill Street, Newry	8 th September 2018	N/A
Rebekah Rushe, Magnet Young Adult Centre	Marcus Square, Hill Street, Newry	15 th September to 16 th September 2018	N/A
Clinton Humphris obo Southern Area Hospital	Marcus Square, Hill Street, Newry	14 th June 2019	N/A

SCHEME OF DELEGATION (ENFORCEMENT AND LICENCING)

Applicant	Details	Additional Comments
Michael Casey, Sacred Magpie	Issue a registration certificate for tattooing	Granted 13/12/18
Donna Trainor, Newry School of Beauty	Issue a registration certificate for ear piercing	Granted 21/12/18

SCHEME OF DELEGATION (MISCELLANEOUS)

Date of Application/Authorisation	Applicant	Details
6 th July 2018	Mr Paul Donnelly, 47 Castle Street, Strangford	Request for temporary closure of The Squeeze Gut, Strangford to facilitate on-going repairs
10 th August 2018	Mr Martin Tumilty, Lotus Homes	Request for temporary closure of Derrymore Road to Milvane Road, Bessbrook for a period of one year from 13 August 2018 (rolling three month temporary contract)
5 th October 2018	Mr Paul Donnelly, 47 Castle Street, Strangford	Request for 3 month extension of temporary closure of The Squeeze Gut, Strangford to facilitate on-going repairs
9 th November 2018	Mr Martin Tumilty, Lotus Homes	Request for extension to temporary closure of Derrymore Road to Milvane Road, Bessbrook for a period of one year from 13 August 2018 (rolling three month temporary contract)
2 nd May 2019	Mr Martin Tumilty, Lotus Homes	Extension to request for temporary closure of Derrymore Road to Milvane Road, Bessbrook for a period of one year from 13 August 2018.

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	13 June 2019
Subject:	Delegated Authority decision taken by CEO during Election period - Request from Kerygma Choir
Reporting Officer:	Liam Hannaway, Chief Executive
Contact Officer:	Liam Hannaway, Chief Executive Colin Moffett, Head of Corporate Policy

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

For decision	<input type="checkbox"/>	For noting only	<input checked="" type="checkbox"/>
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1.0	Purpose and Background
1.1	At April Council meeting it was agreed to delegate authority to Mr Liam Hannaway, CEO, to take decisions that were of urgency or timebound during the election period in the absence of Councils normal decision making process. This report details those decisions taken and are being tabled for noting by Council.
2.0	Key issues
2.1	<p>1.Council received correspondence from Kerygma Choir seeking support with regard to an invitation from the Speaker John Bercow to perform in his private apartments at Westminster in 18 June 2019 to sing a message of reconciliation and restoration of good relations at Westminster, within the Palace, between the UK and its European neighbours and in relationships on the island of Ireland.</p> <p>An invitation was also extended to the Council Chairperson and Chief Executive to attend the events at Westminster in June 2019. It was agreed to contribute £1500 towards the costs associated.</p> <p>2. Ombudsman recommendations -Settlement of Legacy Planning Complaint This authority was exercised by Chief Executive in respect of an Ombudsman case for a legacy planning matter. This decision concerned the approval of a payment to the complainants, Mr and Mrs Andrews in recognition of the following maladministration,</p> <ul style="list-style-type: none"> • Failure to consider planning policy appropriately in determining the 2013 planning application • Failure to adhere to Council's Complaints Policy • Delay in Complaints Handling <p>A payment of £1,000 was made to Mr and Mrs Andrews along with an apology.</p>
3.0	Recommendations
3.1	1. Under delegated authority during the election period, a decision that a contribution of £1500 be awarded towards Kerygma Choir's associated costs incurred during the period of

	<p>their visit 17 -20 June 2019, and performance in Speaker John Bercow's private apartments at Westminster on 18 June 2019.</p> <p>2. It was agreed to make the payment of £1000 based on Ombudsmans recommendation in relation to a legacy planning complaint as detailed at 1.1 above.</p>
4.0	Resource implications
4.1	Total resource implications of decisions above £2,500
5.0	Equality and good relations implications
5.1	No adverse equality and good relations implications are anticipated.
6.0	Rural Proofing implications
6.1	This decision does not fall within the scope of the Rural Needs Act (NI) 2016.
7.0	Appendices
	Not applicable.
8.0	Background Documents
	Not applicable.