

December 12th, 2018

Notice Of Meeting

You are invited to attend the Strategy Policy and Resources Committee Meeting to be held on **Thursday, 13th December 2018 at 5:00 pm** in **Mourne Room, Downshire Civic Centre Downpatrick.**

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

Chair: Councillor M Savage

Vice Chair: Councillor W Walker

Members: Councillor R Burgess Councillor P Byrne
Councillor M Carr Councillor S Doran
Councillor C Enright Councillor D Hyland
Councillor O McMahon Councillor A McMurray
Councillor B Ó Muíri Councillor J Rice
Councillor M Ruane Councillor G Sharvin
Councillor J Trainor

Agenda

1.0 Apologies & Chairperson's Remarks

2.0 Declarations of Interest

3.0 Action Sheet arising from SPR Committee Meeting held on

[SPR-15112018.pdf](#)

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Corporate Planning and Policy

4.0 Report on establishment of a Minority Communities financial assistance scheme

[Report on establishment of a Minority Communities financial assistance scheme for consideration at SPR meeting 13 December .pdf](#)

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Performance

5.0 NIAO Improvement Audit and Assessment Report 2018-19

[SPR Cover Report NIAO Audit and Assessment 2018-19.pdf](#)

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[App 1 L Hannaway 30 11 18.pdf](#)

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[App 2 NMDDC Final Section 95 Report 30.11.18.pdf](#)

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[App 3 Newry Mourne and Down District Council Performance Improvement Audit and Assessment Certificate 30.11.18.pdf](#)

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[App 4 Improvement Audit and Assessment Action Plan 2018-19.pdf](#)

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6.0 Draft Performance Improvement Objectives 2019-20

[SPR Cover Report Performance Improvement Objectives.pdf](#)

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[App 1 Consultation on Draft Performance Improvement Objectives 2019-20.pdf](#)

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[App 2 Development of the Performance Improvement Plan 2019-20.pdf](#)

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Items Restricted in accordance with Part 1 of Schedule 6 of the Local Government Act (NI) 2014

7.0 NIPSO - Complaint

This item is deemed to be restricted by virtue of Paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 – information relating to the financial or business affairs of any particular person (including the council holding that information).

 *Report to SP&R McGoldrick 13 December 2018.pdf*

Not included

8.0 NIPSO - Complaint

This item is deemed to be restricted by virtue of Paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 – information relating to the financial or business affairs of any particular person (including the council holding that information).

 *McVeigh Report to SP&R 13 December 2018.pdf*

Not included

9.0 Business Case - Provision of Internal Audit Services

This item is deemed to be restricted by virtue of Paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 – information relating to the financial or business affairs of any particular person (including the council holding that information).

 *SPR Cover Sheet - Business Cases - IA.pdf*

Not included

 *Business Case - IA.pdf*

Not included

10.0 Half Year Treasury

This item is deemed to be restricted by virtue of Paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 – information relating to the financial or business affairs of any particular person (including the council holding that information).

 *Corporate Report Template June 2018 - SP&R Dec'18 Treasury Item.pdf*

Not included

 *H1 2018-19 Treasury Report Template - Mid Year Report 18-19.pdf*

Not included

11.0 Proposed Replacement Bridge for Ghost Lane, Strangford

This item is deemed to be restricted by virtue of Paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 – information relating to the financial or business affairs of any particular person (including the council holding that information).

 *Ghost Lane 13 Dec 2018.pdf*

Not included

12.0 Action Sheet arising from SPWG held on 5 December 2018

This item is deemed to be restricted by virtue of Paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 – information relating to the financial or

business affairs of any particular person (including the council holding that information).

📄 *5.12.18 Action Sheet from SPWG.pdf*

Not included

FOR NOTING Items Restricted in accordance with Part 1 of Schedule 6 of the Local Government Act (NI) 2014

13.0 Industrial Relations Update

📄 *IR Resources Update Report 131218.pdf*

Not included

Invitees

Cllr Terry Andrews	terry.andrews@nmandd.org
Cllr Naomi Bailie	naomi.bailie@nmandd.org
Cllr Robert Burgess	robert.burgess@nmandd.org
Cllr Pete Byrne	pete.byrne@nmandd.org
Mr Gerard Byrne	gerard.byrne@nmandd.org
Cllr Michael Carr	michael.carr@nmandd.org
Mrs Dorinnia Carville	dorinnia.carville@nmandd.org
Cllr charlie casey	charlie.casey@nmandd.org
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Cllr Garth Craig	garth.craig@nmandd.org
Cllr Dermot Curran	dermot.curran@nmandd.org
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Cllr Liz Kimmins	liz.kimmins@nmandd.org
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Mr Johnny Mc Bride	johnny.mcbride@newryandmourne.gov.uk
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Mr Colin Moffett	colin.moffett@nmandd.org
Mr Ken Montgomery	ken.montgomery@nmandd.org
Mr Roland Moore	roland.moore@nmandd.org
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Cllr John Rice	john.rice@nmandd.org
Ms Alison Robb	Alison.Robb@downdc.gov.uk
Cllr Michael Ruane	michael.ruane@nmandd.org
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Cllr Gareth Sharvin	gareth.sharvin@nmandd.org
Donna Starkey	donna.starkey@nmandd.org
Cllr Gary Stokes	gary.stokes@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

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 12 APRIL 2018 – ITEMS STILL IN PROGRESS OR ON-GOING.

SPR/060/2018	Disposal of Land where Departmental Approval is required	It was agreed to note the content of the Officer's Report relating to disposal of Council land when, under legislation, Departmental approval is required and to invite Departmental representatives to meet with Council to discuss the matter.	L Moore	An invitation has been extended to the Department to meet with the Council. Department to attend November S P & R	N
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ACTION SHEET – STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING (SPR) – THURSDAY 15 NOVEMBER 2018

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/148/2018	Action Sheet of SPR Committee Meeting held on 11 October 2018	It was agreed that the Action Sheet of 11 October be noted, and actions removed as marked.	D Services	Noted	Y
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	Clarification being sought from Department as to whether any change in the current legislation is being considered, prior to development of a policy statement to ensure consistency/clarity in obtaining Departmental approval.	N

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/150/2018	2019 Annual Report/NMD Connect	It was agreed to note the contents of the report and agree arrangements, as outlined in para. 3.1 for the presentation of the 2019 Annual Report/NMD Connect to be published in February 2019	V Keegan	Noted	Y
SPR/151/2018	Corporate Plan 2019-2023	The timetable for the development of the Corporate Plan 2019-2023 as outlined in section 2.1 of the officer's report was agreed. It was also agreed to appoint an independent facilitator to develop the Corporate Plan.	R Mackin	Noted	Y
SPR/152/2018	Mid-Year Assessment Performance Improvement Plan	The Mid-Year Assessment of the Performance Improvement Plan was agreed.	J McBride	Noted	Y
SPR/153/2018	Mid-Year Assessments of Directorate Business Plans 2018-19	The Mid-Year Assessments of Chief Executive Office and Corporate Services Business Plans 2018-19 were noted.	J McBride	Noted	Y
SPR/154/2018	Local Development Plan Steering Group – Minutes of Meeting 8 May 2018	The minutes were noted.	A Hay	Noted	Y
SPR/155/2018	Community Planning Partnership Board Minutes	The minutes were noted.	J McBride	Noted	Y
ITEMS RESTRICTED IN ACCORDANCE WITH PART 1 OF SCHEDULE 6 OF THE LOCAL GOVERNMENT ACT (NI) 2015					
SPR/156/2018	Request for Transfer of Laneway	It was agreed to note the contents of the officer's report and accede to the applicant's request for the transfer of laneway at 130 Drumaness Road, Drumaness as shown on the map presented to Committee, at a nominal consideration for the reasons outlined in the officer's report at para. 3.1.	A Robb	Noted	Y

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/157/2018	Surplus Land at Greenfield Steps, Ardglass	It was agreed to express an interest in the acquisition of land at Greenfield Steps, Ardglass, declared surplus by Transport NI.	A Robb	Noted	Y
SPR/158/2018	Sale of Land at Altnaveigh	It was agreed by a vote to proceed with the sale of land at Altnaveigh Newry to Thomas Davis GFC for the sum quoted in the officer's report, subject to the conditions specified at para.3.1.	D Carville	Noted	Y
SPR/159/2018	Transfer of Budget within Capital Programme	It was agreed to note the contents of the officer's report and approve the adjustments to the Council's capital programme.	K Montgomery	Noted	Y
SPR/160/2018	Management Accounts	It was agreed to note the contents of the officer's report showing budget expenditure for the first six months of the 2018/29 financial year compared to actual expenditure and revenue for the same period.	K Montgomery	Noted	Y
SPR/161/2018	Business Cases for PPE	It was agreed to note the contents of the officer's report and approve the Business Case presented to Committee relating to procurement of PPE to enable a procurement process to commence.	K Montgomery	Noted	Y
SPR/162/2018	Update on Newry DEA Assets	<p>It was agreed to note the contents of the officer's report and approve the recommended preferred route for the disposal of the assets listed, being:</p> <ol style="list-style-type: none"> 1. Open Market Sale of 2 sites: NM195 Market McAleavey Store Open Market NM156 Moorhill Former Refuse Site 2. Proceed with D1 process for development of: NM184 Metal Portal Frame Store NM182 Hospital Road Grass Area 3. Apply for Planning Permission for development of: NM139 Abbey Heights Amenity Area 4. Await further response from LPS on: NM162 Daisy Hill Nurseries NM144 Ashtree former play area, Rathfriland Road NM416 Crown Villas play area, Crieve Road NM148 Bleary Bungalows play area NM161 Coreagh Office 	C Mallon	Noted	Y

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
SPR/163/2018	Action Sheet arising from Albert Basin Task & Finish Working Group Meeting held on 1 st November 2018	It was agreed to note the action sheet arising from Albert Basin Task & Finish Working Group Meeting held on 1 st November 2018.	C Haughey	Noted	Y
SPR/164/2018	Change in Personnel	Members were updated on a change of personnel at Assistant Director level.	D Carville	Noted	Y

Report to:	Strategy, Policies and Resources Committee
Date of Meeting:	13 December 2018
Subject:	Establishment of a Minority Communities Financial Assistance Scheme
Reporting Officer (Including Job Title):	Colin Moffett, Head of Corporate Policy
Contact Officer (Including Job Title):	Colin Moffett, Head of Corporate Policy Suzanne Rice, Corporate Policy and Equality Officer

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

For decision	<input checked="" type="checkbox"/>	For noting only	<input type="checkbox"/>
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1.0	Purpose and Background
1.1	<p>At the 5 June 2018 Monthly meeting of Council, the following notice of motion was agreed:</p> <p><i>"That Council acknowledged the need to ensure that all minority communities in the district, including the unionist community feel that their culture, tradition and identity was fully respected and celebrated and that a fair share of funding was allocated to support all cultural expressions across the district. Also agreed that Council use the Good Relations Forum to address the concerns of minority communities and report back to Council with recommendations on any need to enhance opportunities of cultural expression for minorities across the district."</i></p> <p>Following discussions at the Councillors' Equality and Good Relations Reference Group held on the 3 October 2018 it was agreed that officers prepare an options paper on a minority communities financial assistance programme for consideration at the November 2018 meeting of the Councillors' Equality and Good Relations Reference Group.</p> <p>The options paper tabled for consideration at the Councillors' Equality and Good Relations Reference Group meeting on 9 November 2018 detailed the overarching purpose as being, <i>"The Continued development of a programme of work with the Minority Communities in the district to create a sense of belonging and affiliation to local life."</i></p> <p>The proposed financial assistance scheme, delivered through the Council's Programmes Unit, would have two specific themes, as follows:</p> <p>Theme 1: Cultural expression This theme would be an open call for projects / initiatives that positively promotes minority community culture, tradition and identity.</p> <p>Theme 2: Positively engaging minority communities This theme would be an open call for community engagement projects /initiatives to build positive relations, raise awareness and understanding, address perceptions and promote</p>

	respect for minority communities.
2.0	Key issues
2.1	The members of the Councillors' Equality and Good Relations Reference Group further proposed that a total of £12,500 be allocated the scheme, to be designated as follows a) £10,000 for Protestant, Unionist, Loyalist (PUL) community projects / initiatives, and b) £2,500 for Black Minority Ethnic (BME) community projects / initiatives, and that this be tabled for consideration at the Strategy, Policy and Resources Committee meeting taking place on 13 December 2018.
3.0	Recommendations
3.1	<p>Newry, Mourne and Down District Council to allocate £12,500 in the rates process for a Minority Communities Financial Assistance Scheme for projects / initiatives taking place during the period 1 April 2019 to 31 March 2020.</p> <p>The breakdown of the Minority Communities financial assistance scheme to be:</p> <ul style="list-style-type: none"> a) £10,000 for PUL community projects / initiatives, and b) £2,500 for BME community projects / initiatives. <p>The scheme will be administered through the Council's Programmes Unit.</p> <p>The two specific themes of the Minority Communities financial assistance scheme will be:</p> <p>Theme 1: Cultural expression This theme would be an open call for projects / initiatives that positively promotes minority community culture, tradition and identity.</p> <p>Theme 2: Positively engaging minority communities This theme would be an open call for community engagement projects / initiatives to build positive relations, raise awareness and understanding, address perceptions and promote respect for minority communities.</p>
4.0	Resource implications
4.1	<p>If Council is minded to establish a Minority Communities Financial Assistance Scheme, Council will be required to agree a specific budget allocation of £12,500 to be included and agreed in the rate estimates for the 2019-2020 period for a Minority Communities Financial Assistance Scheme.</p> <p>This amount (£12,500) to be requested as part of the District Council Good Relations Action Plan submitted to The Executive Office for approval.</p> <p>Council should also give cognisance to the additional operational arrangements and resourcing challenges for the Programmes Unit to meet the proposed new financial commitments and delivery implications.</p>
5.0	Equality and good relations implications
5.1	<p>The establishment of a Minority Communities financial assistance theme has been equality screened. The proposed scheme complements the themes detailed in The Executive Office's Together Building A United Community (TBUC) strategy. The TBUC Strategy published in 2013 reflects the then Executive's commitment to improving community relations and continuing the journey towards a more united and shared society.</p> <p>In its annual plan, Council must demonstrate and outline how the activity identified</p>

	<p>compliments the following themes:</p> <ul style="list-style-type: none"> • Our Children and Young People • Our Shared Community • Our Safe Community • Our Cultural Expression <p>Our Children and Young People - Shared Aim: to continue to improve attitudes amongst our young people and to build a community where they can play a full and active role in building good relations.</p> <p>Our Shared Community - Shared Aim: to create a community where division does not restrict the life opportunities of individuals and where all areas are open and accessible to everyone.</p> <p>Our Safe Community - Shared Aim: to create a community where everyone feels safe in moving around and where life choices are not inhibited by fears around safety.</p> <p>Our Cultural Expression – Shared Aim: to create a community, which promotes mutual respect and understanding, is strengthened by its diversity and where cultural expression is celebrated and embraced.</p> <p>The proposed financial assistance scheme is a positive action measure.</p>
6.0	Rural Proofing implications
6.1	The scheme will be delivered by way of open calls for applications and there is no evidence to suggest an urban bias or adverse impact upon people living in rural areas.
7.0	Appendices
	N/A
8.0	Background Documents N/A

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	13 December 2018
Subject:	Improvement Audit and Assessment Report 2018-19
Reporting Officer (Including Job Title):	Johnny McBride – Assistant Director: Community Planning and Performance
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 provide an overview of the key findings from the Improvement Audit and Assessment 2018-19 which was carried out by the Northern Ireland Audit Office (NIAO) on behalf of the Local Government Auditor (LGA). This audit and assessment underpins the general duty to make arrangements to secure continuous improvement in the exercise of functions, which has been placed on Councils through Part 12 of the Local Government (NI) Act (2014). A copy of the report is attached at Appendix 2 .
2.0			Key issues
2.1			The LGA has certified that the Council has discharged its performance improvement and reporting duties, including the Performance Improvement Plan 2018-19 and Assessment of Performance 2017-18, and has acted in accordance with the guidance issued by the Department for Communities (DfC). The LGA is proposing an unqualified audit and assessment opinion, with no statutory recommendations being made to the Department. A certificate of compliance has been issued.
2.2			<p>As part of the Improvement Audit and Assessment, the LGA assessed progress in implementing the 'proposals for improvement' which were put forward in 2016 and 2017. The purpose of these proposals is to assist the Council in meeting its performance improvement responsibilities, across the following thematic areas:</p> <ul style="list-style-type: none"> • General duty to improve • Governance arrangements • Improvement objectives • Consultation • Improvement plan • Arrangements to improve • Collection, use and publication of performance information <p>The LGA has designated all 'proposals for improvement' as implemented or in the process of being implemented, and no new 'proposals for improvement' have been put forward in 2018. Detailed observations on each thematic area have also been included in the report.</p>

2.3	The LGA states that the Audit and Assessment Report 2018-19 may not highlight all areas in which improvements could be made and the findings should not therefore be seen as comprehensive. An action plan has been developed to assist with the continued implementation of the 'proposals for improvement' and support the development of a performance improvement culture across the organisation, as outlined in Appendix 4 .
2.4	<p>Part 12 of the Local Government Act (NI) 2014 also requires the LGA to determine and report on whether the Council is likely to comply with the requirements of the legislation in future years. As the Council's arrangements to secure continuous improvement continue to mature, it remains too early to demonstrate a track record of improvement. As a result, the LGA has not yet exercised her discretion to assess and report whether the Council is likely to comply with the statutory duty to make arrangements to secure continuous improvement in future years.</p> <p>However, it is the opinion of the LGA that Councils should be in a position to demonstrate a track record of improvement in 2019, and the LGA may therefore assess whether the Council is likely to comply with the requirements of Part 12 of the Act in future years, as part of the 2019-20 Audit and Assessment.</p>
3.0	Recommendations
3.1	<p>To consider and agree:</p> <ul style="list-style-type: none"> • The Improvement Audit and Assessment Report 2018-19 (Appendix 2) • The Improvement Audit and Assessment Action Plan 2018-19 (Appendix 4)
4.0	Resource implications
4.1	There are no resource implications contained within this report. However, some proposals for improvement may result in additional resource implications for the Council. Examples include the implementation of an electronic performance management system and delivery of performance improvement training, both of which will be considered further by the Council.
5.0	Equality and good relations implications
5.1	There are no equality and good relations implications contained within this report.
6.0	Rural Proofing implications
6.1	There are no rural proofing implications contained within this report.
7.0	Appendices
	<ul style="list-style-type: none"> • Appendix 1 – Cover Letter from NIAO • Appendix 2 – Improvement Audit and Assessment Report 2018-19 for Newry, Mourne and Down District Council • Appendix 3 – Audit Certificate • Appendix 4 – Improvement Audit and Assessment Action Plan 2018-19
8.0	Background Documents
	<ul style="list-style-type: none"> • Improvement Audit and Assessment Report 2017-18 • Improvement Audit and Assessment Report 2016-17



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Mr Liam Hannaway
Chief Executive
Newry Mourne and Down District Council
Newry Office
O'Hagan House
Monaghan Row
Newry
BT35 8DJ

30 November 2018

Dear Liam

Newry, Mourne and Down District Council: Section 95 of the Local Government (NI) Act 2014

Improvement Audit and Assessment – Audit and Assessment Report

The Local Government Auditor has now certified the improvement audit and assessment for the Council with a standard, unqualified opinion. I attach a copy of our final audit and assessment report.

The report sets out the findings and conclusions from our work and includes the audit and assessment certificate as an Annex. I also attach a scanned copy of the original certificate signed by the Local Government Auditor. I would be grateful if you could ensure this report is on the agenda for the next Audit and Risk Committee.

This letter and attachments have been copied to the Department for Communities as the legislation requires. I would like to thank you and your staff for the assistance and co-operation we received throughout the audit.

Yours sincerely

A handwritten signature in cursive script that reads "Colette Kane".

Colette Kane
Director



Newry, Mourne and Down District Council

Audit and Assessment Report 2018-19

Report to the Council and the Department for Communities under Section 95 of the Local Government (Northern Ireland) Act 2014



Draft: 30 November 2018

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We have prepared this report for sole use of the Newry, Mourne and Down District Council and the Department for Communities. You must not disclose it to any third party, quote or refer to it, without our written consent and we assume no responsibility to any other person.

1. Key Messages

Summary of the audit

Audit outcome	Status
Audit opinion	Unqualified opinion
Audit assessment	The Local Government Auditor (LGA) has not drawn a conclusion [this year only]
Statutory recommendations	The LGA made no statutory recommendations
Proposals for improvement	The LGA made no new proposals for improvement

This report summarises the work of the LGA on the 2018-19 performance improvement audit and assessment undertaken on Newry, Mourne and Down District Council. We would like to thank the Chief Executive and his staff, particularly the Performance Improvement Manager, for their assistance during this work.

We consider that we comply with the Financial Reporting Council (FRC) ethical standards and that, in our professional judgment, we are independent and our objectivity is not compromised.

Audit Opinion

The LGA has certified the performance arrangements with an unqualified audit opinion, without modification (see Annex A). She certifies that an improvement audit and improvement assessment has been conducted. The LGA also states that, as a result, she believes that Newry, Mourne and Down District Council (the Council) has discharged its performance improvement and reporting duties, including its assessment of performance for 2017-18 and its 2018-19 improvement plan, and has acted in accordance with the Guidance.

Audit Assessment

The LGA has assessed whether the Council is likely to comply with its performance improvement responsibilities under Part 12 of the Local Government Act (Northern Ireland) 2014 (the Act). This is called the 'improvement assessment'.

The Council has discharged its duties in respect of Part 12 of the Act as far as possible, in that its arrangements continue to mature. It remains too early for the Council to demonstrate a track record of improvement: consequently, it is not possible for the LGA to conclude as to the extent of improvement that may be made. The LGA did not exercise her discretion to assess and report whether the Council is likely to comply with these arrangements in future years.

This is the second year in which councils have been required to fulfil their full statutory responsibilities under Part 12 of the Act. In the LGA's opinion, councils should be able to demonstrate a track record of improvement in 2019 to allow a full assessment to be made.

Audit Findings

During the audit and assessment we identified no issues requiring a formal recommendation under the Act. We made no proposals for improvement (see Section 3). Detailed observations on thematic areas are provided in Annex C and progress on proposals for improvement raised in prior years has been noted in Annex B.

Status of the Audit

The LGA's audit and assessment work on the Council's performance improvement arrangements is now concluded. By March 2019 she will publish an Annual Improvement Report on the Council on the NIAO website, making it publicly available. This will summarise the key outcomes in this report.

The LGA did not undertake any Special Inspections under the Act in the current year.

The total audit fee charged is in line with that set out in our Audit Strategy.

Management of information and personal data

During the course of our audit we have access to personal data to support our audit testing. We have established processes to hold this data securely within encrypted files and to destroy it where relevant at the conclusion of our audit. We can confirm that we have discharged those responsibilities communicated to you in accordance with the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018.

2. Audit Scope

Part 12 of the Act provides all councils with a general duty to make arrangements to secure continuous improvement in the exercise of their functions. It sets out:

- a number of council responsibilities under a performance framework; and
- key responsibilities for the LGA.

The Department for Communities (the Department) has published '*Guidance for Local Government Performance Improvement 2016*' (the Guidance) which the Act requires councils and the LGA to follow. A multi-stakeholder group comprising of representatives of the Department and councils has been established and a subgroup of this has drafted guidance to clarify the requirements of the general duty to improve. A working draft has been agreed and further improvements to reporting on the general duty are expected in 2019.

The improvement audit and assessment work is planned and conducted in accordance with the Audit Strategy issued to the Council, the LGA's Code of Audit Practice for Local Government Bodies in Northern Ireland and the Statement of Responsibilities.

The improvement audit

Each year the LGA has to report whether each council has discharged its duties in relation to improvement planning, the publication of improvement information and the extent to which each council has acted in accordance with the Department's Guidance. The procedures conducted in undertaking this work are referred to as an 'improvement audit'. During the course of this work the LGA may make statutory recommendations under Section 95 of the Act.

The improvement assessment

The LGA also has to assess annually whether a council is likely to comply with the requirements of Part 12 of the Act, including consideration of the arrangements to secure continuous improvement in that year. This is called the 'improvement assessment'. She also has the discretion to assess and report whether a council is likely to comply with these arrangements in future years.

The annual improvement report on the Council

The Act requires the LGA to summarise all of her work (in relation to her responsibilities under the Act) at the Council, in an 'annual improvement report'. This will be published on the NIAO website by March 2019, making it publicly available.

Special inspections

The LGA may also, in some circumstances, carry out special inspections which will be reported to the Council and the Department, and which she may publish.

3. Audit Findings

This section outlines key observations in the form of proposals for improvement, arising from following thematic areas of the Council's audit and assessment:

- General duty to improve;
- Governance arrangements;
- Improvement objectives;
- Consultation;
- Improvement plan;
- Arrangements to improve; and
- Collection, use and publication of performance information.

These are not formal recommendations, which are more significant matters which require action to be taken by the Council in order to comply with the Act or Guidance. Proposals for improvement include matters which, if accepted, will assist the Council in meeting its performance improvement responsibilities. The LGA will follow up how these proposals have been addressed in subsequent years. We recommend that the Council's Audit Committee also track progress on their implementation.

Our procedures were limited to those considered necessary for the effective performance of the audit and assessment. Therefore, the LGA's observations should not be regarded as a comprehensive statement of all weaknesses which exist, or all improvements which could be made.

There were no proposals for improvement raised this year, however progress is still ongoing on certain proposals raised in the last two years. Information on progress on implementing proposals for improvement is provided in Annex B.

Detailed observations for the thematic areas can be found at Annex C.

4. Annexes



Annex A – Audit and Assessment Certificate

Audit and assessment of Newry, Mourne and Down District Council's performance improvement arrangements

Certificate of Compliance

I certify that I have audited Newry, Mourne and Down District Council's (the Council) assessment of its performance for 2017-18 and its 2018-19 improvement plan in accordance with Section 93 of the Local Government Act (Northern Ireland) 2014 (the Act) and the Code of Audit Practice for Local Government Bodies.

I also certify that I have performed an improvement assessment for 2018-19 at the Council in accordance with Section 94 of the Act and the Code of Audit Practice.

This is a report to comply with the requirement of Section 95(2) of the Act.

Respective responsibilities of the Council and the Local Government Auditor

Under the Act, the Council has a general duty to make arrangements to secure continuous improvement in the exercise of its functions and to set improvement objectives for each financial year. The Council is required to gather information to assess improvements in its services and to issue a report annually on its performance against indicators and standards which it has set itself or which have been set for it by Government departments.

The Act requires the Council to publish a self-assessment before 30 September in the financial year following that to which the information relates, or by any other such date as the Department for Communities (the Department) may specify by order. The Act also requires that the Council has regard to any guidance issued by the Department in publishing its assessment.

As the Council's auditor, I am required by the Act to determine and report each year on whether:

- The Council has discharged its duties in relation to improvement planning, published the required improvement information and the extent to which the Council has acted in accordance with the Department's Guidance in relation to those duties; and
- The Council is likely to comply with the requirements of Part 12 of the Act.

Scope of the audit and assessment

For the audit I am not required to form a view on the completeness or accuracy of information or whether the improvement plan published by the Council can be achieved. My audits of the Council's improvement plan and assessment of performance, therefore, comprised a review of the Council's publications to ascertain whether they included elements prescribed in legislation. I also assessed whether the arrangements for publishing the documents complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing them.

For the improvement assessment I am required to form a view on whether the Council is likely to comply with the requirements of Part 12 of the Act, informed by:

- A forward looking assessment of the Council's likelihood to comply with its duty to make arrangements to secure continuous improvement; and

- A retrospective assessment of whether the Council has achieved its planned improvements to inform a view as to its track record of improvement.

My assessment of the Council's improvement responsibilities and arrangements, therefore, comprised a review of certain improvement arrangements within the Council, along with information gathered from my improvement audit.

The work I have carried out in order to report and make recommendations in accordance with Sections 93 to 95 of the Act cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Audit opinion

Improvement planning and publication of improvement information

As a result of my audit, I believe the Council has discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with Section 92 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently.

Improvement assessment

As a result of my assessment, I believe the Council has as far as possible discharged its duties under Part 12 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently.

The 2018-19 year was the third in which councils were required to implement the new performance improvement framework. The Council's arrangements to secure continuous improvement, as is to be expected, are still developing and embedding. The Council continues to strengthen its arrangements to secure continuous improvement, and has delivered some measurable improvements to its services in 2017-18. However, until the Council's arrangements mature and it can demonstrate a track record of ongoing improvement in relation to the framework, I am unable to determine the extent to which improvements will be made.

I have not conducted an assessment to determine whether the Council is likely to comply with the requirements of Part 12 of the Act in subsequent years. I will keep the need for this under review as arrangements become more fully established.

Other matters

I have no recommendations to make under Section 95(2) of the Local Government (Northern Ireland) Act 2014.

I am not minded to carry out a special inspection under Section 95(2) of the Act.

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30 November 2018

Annex B – Follow-up on the Implementation of Prior Year Proposals for Improvement

Year of Report	Thematic Area/Reference	Proposal for Improvement	Action taken by Council	Status
	General Duty to Improve (GD)			
2016	2016GD1	Linking the forthcoming Community Plan and the ongoing processes which underpin it, with the Council's future performance improvement processes.		Implemented
2016	2016GD2	Use of performance information (e.g. service data and information) to enable performance measurement and benchmarking. This will help to identify those functions/services which would benefit most from improvement.		Implemented
2016	2016GD3	Given its statutory nature, expand upon the Council's interim corporate performance management 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 interim corporate performance management framework has been updated, expanded and included in the Council's Performance Improvement Plan and Directorate Business Plans, to demonstrate how employees contribute to the achievement of community planning outcomes; corporate priorities and performance improvement objectives. The Council has also adopted the Performance Improvement Policy which will support the rollout and implementation of its Business Planning and Performance Management Framework. This is to be followed up with the expansion and embedding of all levels of the framework across the Council.	In Progress

Year of Report	Thematic Area/Reference	Proposal for Improvement	Action taken by Council	Status
2016	2016GD4	Cascade the framework (or policy) and performance improvement responsibilities directly to employees.		Implemented
2017	2017GD1	The Council should prioritise the development of its performance management system to enable the performance of all its functions and services to be measured, and to support the identification of those areas which would benefit most from improvement.	An outline business case for the procurement of an electronic performance management system as part of a corporate business intelligence system is due to be developed during 2018-19. An interim Excel-based system is currently in use to identify, measure and monitor progress against existing performance indicators at all levels of the framework.	In Progress
2017	2017GD2	The Council should take steps to further develop, establish and embed all elements which underpin its performance management framework more fully across the organisation, ensuring that corporate priorities and performance improvement objectives are effectively cascaded to all employees.	An integrated cycle of activity to facilitate the development and review of key strategic documents has been developed, with a view to co-ordinating activity and strengthening the alignment across key plans and strategies, including the Community; Corporate and Performance Improvement Plans. Recent staff briefings from the Corporate Services Directorate have outlined progress in delivering the 2017-18 Business Plan and highlighted key priorities for 2018-19. Additional work planned in 2018-19 will relate to service plans and individual performance appraisals, in order to cascade performance improvement responsibilities to all employees and embed the Business Planning and Performance Management	In Progress

Year of Report	Thematic Area/Reference	Proposal for Improvement	Action taken by Council	Status
			Framework at all levels within the organisation.	
	Governance Arrangements (GA)			
2016	2016GA1	The Terms of Reference of the Audit Committee and the Strategy, Policy and Resources (SP&R) 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 SP&R 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.	The Terms of Reference of both Committees have been revised in prior years in relation to performance improvement responsibilities, and these should contribute to a renewed focus on the respective roles of each Committee's membership, going forward.	In Progress
2016	2016GA2	Performance improvement should feature as a Standing Item on both Committee agendas.		Implemented
2016	2016GA3	Senior management should also facilitate members of both Committees with training and support to discharge their new performance improvement responsibilities.	There has been some progress with internal support for Committee members (provided largely by performance improvement staff) however, formal capacity building to fulfil individual members roles, for example, through more structured training provision, is currently in the planning stages.	In Progress
2016	2016GA4	The Audit Committee should also actively assist the Council with monitoring the activity of any Committee charged with the scrutiny of performance improvement.		Implemented

Year of Report	Thematic Area/Reference	Proposal for Improvement	Action taken by Council	Status
2016	2016GA5	Senior management should ensure that both Committees are provided with appropriate performance improvement documentation to perform their scrutiny and monitoring functions.		Implemented
2016	2016GA6	Using the Internal Audit function, where required, to provide the Council with future assurance on the integrity and operation of the Council's performance management framework and to identify and recommend any supplementary areas for improvement.		Implemented
2016	2016GA7	Clearly define the relationship between the reporting of performance at a strategic level to the SP&R Committee and the reporting of performance at an operational level reporting to other Standing Committees (this may require the interim corporate performance management framework to be expanded upon).		Implemented
2017	2017GA1	The Council needs to ensure that its SP&R Committee is subjecting the Council's priorities, improvement objectives, activities, projects, risks and performance to appropriate scrutiny, challenge and evaluation, and that this is monitored by the Audit Committee. To this end, officers must provide the relevant committees with appropriate and timely information in respect of the delivery of performance improvement objectives.	The SP&R Committee is now subjecting the Council's performance improvement objectives, actions and performance measures to scrutiny, but there is still scope to extend this to challenge at individual project level and to the scrutiny of associated performance management arrangements, including risk assessments.	In Progress

Year of Report	Thematic Area/Reference	Proposal for Improvement	Action taken by Council	Status
	Improvement Objectives (OBJ)			
2016	2016OBJ1	The Council should ensure that each improvement objective is focused on outcomes for citizens in relation to improved functions and/or services.		Implemented
2016	2016OBJ2	In relation to the improvement objectives, more detail is required in the Performance Improvement Plan so that it is clear to the reader how citizens will be better off if the Council improves as it intends to.		Implemented
2016	2016OBJ3	The Council should ensure that improvement can be demonstrated and, where possible, measured through the use of meaningful performance indicators and data/collection and/or other quantitative methods. These indicators should not just concentrate around, nor be limited to, the statutory indicators and standards imposed by central government. Where possible and relevant, the Council should use baseline performance data/information against which future improvement can be demonstrated.		Implemented
2017	2017OBJ1	The Council should further enhance staff awareness of performance improvement across each Council Directorate with a view to ensuring that all aspects of the performance improvement objectives set become embedded within day-to-day service provision.		Implemented

Year of Report	Thematic Area/Reference	Proposal for Improvement	Action taken by Council	Status
2017	2017OBJ2	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.	Internal baseline data is currently being collated across all services from various sources. This will be used to identify year-on-year trends, assess the achievement of targets and carry out comparisons with other local authorities. Arrangements are also being put in place to begin future target setting and ensure relevant data collation which will support the delivery of corporate priorities and performance improvement objectives. The Council is also developing an evidence base to support the identification and delivery of community planning outcomes, which has informed decision making processes and the development of indicators and measures at all levels of the community planning structure.	In Progress
	Consultation (CON)			
2016	2016CON1	Raise the profile and transparency of performance improvement throughout the year on the Council's website and other communication channels – social media; citizen magazines; engagement in respect of the Community Plan, etc.		Implemented
2016	2016CON2	Encourage citizens to contribute by providing contact details on the Council website.		Implemented
2016	2016CON3	Consider other more effective methods of obtaining views (as well as service level feedback) from citizens and organisations,		Implemented

Year of Report	Thematic Area/Reference	Proposal for Improvement	Action taken by Council	Status
		e.g. a citizen panel; stakeholder workshops; focus groups; e-platforms etc.		
2016	2016CON4	The questions in the consultation sought agreement on the objectives and provided and opportunity for comment. From our own experience of consultations, we believe that providing additional discussion points and explaining any specific matters the Council wishes to obtain comment on, or guide consultees to matters they may wish to reflect upon, encourages more meaningful responses.		Implemented
	Improvement Plan (IP)			
2016	2016IP1	The Council should ensure that the Performance Improvement Plan (and any other information on performance improvement) is more easily accessible on the website and through other channels.		Implemented
2017	2017IP1	While the Council's Performance Improvement Plan is available in a variety of formats, including social media, the ongoing absence of a search function on the Council's website which would provide ease of access to this key document continues to potentially limit access to the Plan by citizens and other stakeholders.		Implemented
	Collection, Use and Publication of Performance Information (PINFO)			
2016	2016PINFO1	The Council should ensure that the Assessment of Performance document (as		Implemented

Year of Report	Thematic Area/Reference	Proposal for Improvement	Action taken by Council	Status
		well as other information on the Council's performance) is more easily accessible on the website and other channels.		
2016	2016PINFO2	The Council should give further consideration to securing a standard format and means for reporting of performance across the Council to secure consistency in the look and feel of performance reports and to provide key audiences with concise and easily understood information. It was noted that the Council does not currently have a corporate performance management system.		Implemented
2017	2017PINFO1	The Council should continue to develop and embed its performance management framework and establish a performance management system as a priority.	The Council's framework has now 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. Preliminary work has also begun on the service planning and individual performance appraisal elements of the framework, which will be progressed further during 2018-19, in order to expand and embed all levels of the framework across the Council. In addition, an outline business case will also be developed during 2018-19 for the procurement of an electronic performance management	In Progress

Year of Report	Thematic Area/Reference	Proposal for Improvement	Action taken by Council	Status
			system, to form part of the broader corporate business intelligence system (replacing the current interim Excel-based system currently in place, to identify, measure and track progress with existing performance indicators).	
2017	2017PINFO2	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.	<p>The Council has developed and agreed suites of self-imposed indicators linked to the 2015-19 Corporate Plan; Performance Improvement Plan and Directorate Business Plans – progress on these is monitored and reported on annually. As part of its Association for Public Service Excellence (APSE) Performance Networks link, the Council has also collated, analysed and reported benchmarking data across a range of services over the past two years for reporting to senior management, and is now further strengthening and building upon the performance data which is collated (e.g. recent customer satisfaction surveys across the district’s six leisure centres).</p> <p>In addition, a Multi-Stakeholder Group has been established with representatives from the Department for Communities and the Councils, and is attended by NIAO. The work plan of this Group includes the consideration of benchmarking, and we expect that progress will be made by September 2019 to allow a broader range</p>	In Progress

Year of Report	Thematic Area/Reference	Proposal for Improvement	Action taken by Council	Status
			of functions to be compared with other Councils.	
2017	2017PINFO3	The Council should enhance the transparency of future self-assessments, that these, along with other Council performance information, should be clearly signposted and easily accessible on its website.		Implemented

Annex C – Detailed observations

Thematic area	Observations
General Duty to Improve	<p>The Council has made good progress since 2016-17 in the introduction of arrangements to help embed performance improvement concepts, e.g. as seen in the Council's Performance Improvement Plan and Directorate Business Plans, which set out how Council staff contribute to community planning outcomes, corporate priorities and performance improvement objectives. Some scope remains across many aspects of the Council's formal Business Planning and Performance Management Framework for the performance management arrangements, now more established, to be built upon and become further embedded.</p> <p>A key element in the development of the Council's performance management system will be progression of the outline business case stage for its procurement (as part of a corporate business intelligence system) during 2018-19, to provide a solid foundation to build on. In the meantime, the Excel-based system should be operating with clearly defined arrangements around regular and secure back-up procedures, given the nature and volume of data held and ongoing analysis of that data.</p> <p>The Council has indicated that work to be undertaken in 2018-19 on service plans and performance appraisals within the context of the Business Planning and Performance Management Framework will provide a mechanism for performance improvement matters to be cascaded to all Council staff.</p> <p>A Multi-Stakeholder Group has been established with representatives from the Department for Communities and the Councils, and is attended by NIAO. A sub-group of this Multi-Stakeholder Group was tasked with drafting guidance to clarify the requirements of the General Duty to Improve. A working draft has now been agreed and we expect that further improvements to reporting on the General Duty will be made in 2019.</p>
Governance Arrangements	<p>Although the Council has made measurable progress in respect of the development of governance arrangements, areas raised in prior years' audits which could be considered further include:</p> <p>(1) building on the existing internal support for members of the Audit Committee and SP&R Committee to address the different aspects of performance improvement (largely provided to date by performance improvement staff), progressed further through more structured training and a capacity building programme in this area, which is currently at the planning stage; and</p>

Thematic area	Observations
	(2) extending the SP&R Committee's existing scrutiny arrangements to individual project level and associated performance management arrangements, including risk assessments, which underpin each performance improvement objective.
Improvement Objectives	<p>In relation to its ongoing work around performance improvement objectives, the Council is continuing in its efforts around:</p> <p>(1) further enhancing staff awareness of performance improvement and the links between day-to-day service provision and performance improvement objectives. To date, this has involved performance improvement staff working with staff teams to support the development; implementation and review of objectives, with a view to these teams, over time, taking responsibility to progress performance improvement concepts as part of standard working practices. The Council has also engaged with various community groupings and stakeholders in the development of performance improvement objectives and their delivery, and been proactive in communicating progress with their delivery. In addition, an evidence base has been developed to support the creation of District Electoral Area (DEA) Action Plans, which are the main delivery mechanism for community planning outcomes at a local level;</p> <p>(2) the collation of performance data and information within its existing data management system, with a view to developing new analytical processes to expand the outputs available, including trends over time and progress against set targets; and</p> <p>(3) exploring potential arrangements for future target setting linked to developments around relevant data collation, to support the achievement of corporate priorities; performance improvement objectives and community planning outcomes.</p>
Consultation	The Council currently conducts its consultation activities within its own, now well-developed Consultation and Engagement Framework, supported by a Toolkit. Annual consultations have produced a substantive level of response from citizens and other key stakeholders, both individually and within defined groupings, with ongoing contributions also being invited for consideration in-year. Nevertheless, the Council is continuing to seek out and identify innovative ways to promote performance improvement concepts around its work, in order to ensure meaningful engagement with more stakeholders.
Improvement Plan	The Council's Performance Improvement Plan continues to be available in a wide variety of media formats, through its website and social media channels, thereby encouraging stakeholder involvement in its current and future plans, in the context of performance improvement. The Council also produces a summary document for circulation - <i>'Our</i>

Thematic area	Observations
	<i>Performance, Looking Back, Going Forward'</i> – which sets out the key points from its Performance Improvement Plan (and its assessment of performance).
Arrangements to Improve	Since the 2016-17 audit, the Council has further developed and refined its arrangements for performance improvement, by strengthening the links between the different aspects of performance improvement and the alignment of key strategic documents. Performance improvement objectives are now underpinned by 'supporting actions' and 'measures of success', which assist in demonstrating progress towards achievement, and are also cascaded to Directorate Business Plans, in order to strengthen alignment across the Council's Business Planning and Performance Management Framework.
Collection, Use and Publication of Performance Information	<p>In order to facilitate the cascade of performance improvement responsibilities across the organisation and embed the overarching Business Planning and Performance Management Framework, the Council is to focus its efforts on service planning and individual performance appraisal during 2018-19, while also progressing the procurement of an electronic system through the development of an outline business case.</p> <p>The Multi-Stakeholder Working Group work plan includes consideration of benchmarking. We expect that progress will be made by September 2019 to allow a broader range of functions to be compared with other councils. A sub-group of this group has also been tasked with drafting guidance to clarify the requirements of the General Duty to Improve. A working draft has now been agreed and we expect that further improvements to reporting on the General Duty will be made in 2019.</p> <p>While the Council has made steady progress in the development and use of its self-imposed indicators for internal use and to facilitate external benchmarking, scope remains to develop and extend this over time.</p> <p>In addition, the Council recognises, in its Assessment of Performance 2017-18 document, that further action is required in relation to the statutory performance indicators around Planning, which have not been met, although a degree of improvement has been recorded in the Council's Assessment of Performance 2017-18 document (Pages 50-51). These indicators relate to the:</p> <ol style="list-style-type: none"> <li data-bbox="607 1209 1704 1238">1. <u>Average Processing Time of Major Planning Applications – target is less than 30 weeks</u> <p>The main factor here results from 'legacy' cases inherited by the Council, which are still being worked through.</p>

Thematic area	Observations
	<p data-bbox="607 236 1693 264">2. <u>Average Processing Time of Local Planning Applications – target is less than 15 weeks</u></p> <p data-bbox="658 308 1561 336">In this case, application volume has affected the processing levels achieved.</p> <p data-bbox="607 379 1697 408">3. <u>Percentage of Planning Enforcement Cases Processed within 39 weeks – target is 70%</u></p> <p data-bbox="658 451 1973 480">The Council recognises that sustained effort will be required to address the ongoing shortfall recorded in-year.</p> <p data-bbox="562 523 1966 625">Going forward, required actions to address these shortfalls have been set out within the ‘supporting actions’ and ‘measures of success’ under performance improvement objective 3 for 2018-19, included within the Council’s current Performance Improvement Plan.</p>

Audit and assessment of Newry, Mourne and Down District Council's performance improvement arrangements

Certificate of Compliance

I certify that I have audited Newry, Mourne and Down District Council's (the Council) assessment of its performance for 2017-18 and its 2018-19 improvement plan in accordance with Section 93 of the Local Government Act (Northern Ireland) 2014 (the Act) and the Code of Audit Practice for Local Government Bodies.

I also certify that I have performed an improvement assessment for 2018-19 at the Council in accordance with Section 94 of the Act and the Code of Audit Practice.

This is a report to comply with the requirement of Section 95(2) of the Act.

Respective responsibilities of the Council and the Local Government Auditor

Under the Act, the Council has a general duty to make arrangements to secure continuous improvement in the exercise of its functions and to set improvement objectives for each financial year. The Council is required to gather information to assess improvements in its services and to issue a report annually on its performance against indicators and standards which it has set itself or which have been set for it by Government departments.

The Act requires the Council to publish a self-assessment before 30 September in the financial year following that to which the information relates, or by any other such date as the Department for Communities (the Department) may specify by order. The Act also requires that the Council has regard to any guidance issued by the Department in publishing its assessment.

As the Council's auditor, I am required by the Act to determine and report each year on whether:

- The Council has discharged its duties in relation to improvement planning, published the required improvement information and the extent to which the Council has acted in accordance with the Department's Guidance in relation to those duties; and
- The Council is likely to comply with the requirements of Part 12 of the Act.

Scope of the audit and assessment

For the audit I am not required to form a view on the completeness or accuracy of information or whether the improvement plan published by the Council can be achieved. My audits of the Council's improvement plan and assessment of performance, therefore, comprised a review of the Council's publications to ascertain whether they included elements prescribed in legislation. I also assessed whether the arrangements for publishing the documents complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing them.

For the improvement assessment I am required to form a view on whether the Council is likely to comply with the requirements of Part 12 of the Act, informed by:

- A forward looking assessment of the Council's likelihood to comply with its duty to make arrangements to secure continuous improvement; and
- A retrospective assessment of whether the Council has achieved its planned improvements to inform a view as to its track record of improvement.

My assessment of the Council's improvement responsibilities and arrangements, therefore, comprised a review of certain improvement arrangements within the Council, along with information gathered from my improvement audit.

The work I have carried out in order to report and make recommendations in accordance with Sections 93 to 95 of the Act cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Audit opinion

Improvement planning and publication of improvement information

As a result of my audit, I believe the Council has discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with Section 92 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently.

Improvement assessment

As a result of my assessment, I believe the Council has as far as possible discharged its duties under Part 12 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently.

The 2018-19 year was the third in which councils were required to implement the new performance improvement framework. The Council's arrangements to secure continuous improvement, as is to be expected, are still developing and embedding. The Council continues to strengthen its arrangements to secure continuous improvement, and has delivered some measurable improvements to its services in 2017-18. However, until the Council's arrangements mature and it can demonstrate a track record of ongoing improvement in relation to the framework, I am unable to determine the extent to which improvements will be made.

I have not conducted an assessment to determine whether the Council is likely to comply with the requirements of Part 12 of the Act in subsequent years. I will keep the need for this under review as arrangements become more fully established.

Other matters

I have no recommendations to make under Section 95(2) of the Local Government (Northern Ireland) Act 2014.

I am not minded to carry out a special inspection under Section 95(2) of the Act.



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30 November 2018

Improvement Audit and Assessment 2018-19 – Action Plan

Thematic Area: Duty to Improve		Timescale
<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 Outline Business Case 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
<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
<ul style="list-style-type: none"> Continue to embed the Business Planning and Performance Management Framework in order to ensure community 		2018-19

planning outcomes, corporate priorities and performance improvement objectives are effectively cascaded to Directorate Business Plans and future Service Plans.	
<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
<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
<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
<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

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	13 December 2018
Subject:	Draft Performance Improvement Objectives 2019-20
Reporting Officer (Including Job Title):	Johnny McBride – Assistant Director: Community Planning and Performance
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			<p>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 also required to set performance improvement objectives for the services they provide. These objectives can span more than one year, with intermediary milestones, which must be reviewed annually.</p> <p>In 2017-18, the Council set five performance improvement objectives which were directly aligned to community planning outcomes and corporate priorities, and have therefore been carried forward to 2018-19 and 2019-20. The 'supporting actions' and 'measures of success' which underpin each objective have been reviewed and updated on an annual basis.</p>
2.0			Key issues
2.1			<p>The guidance which has been issued by the Department for Communities states that performance improvement is more than just quantifiable gains in service output or efficiency, or in the internal effectiveness of an organisation. Improvement should focus on activity that enhances the sustainable quality of life and environment for communities.</p> <p>Councils should therefore frame improvement objectives so as to bring about improvement in at least one of the following specified aspects of improvement:</p> <ul style="list-style-type: none"> • Strategic effectiveness • Service quality • Service availability • Fairness • Sustainability • Efficiency • Innovation
2.2			<p>Councils should also determine their objectives for improvement based on critical self analysis, taking account of a wide range of evidence. All improvement objectives should relate to improving the functions and services to citizens, and</p>

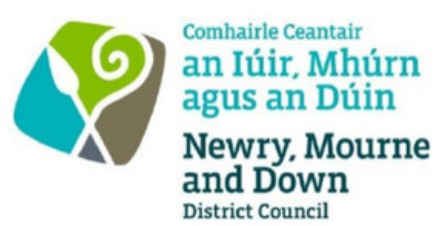
	<p>be:</p> <ul style="list-style-type: none"> • Legitimate • Clear • Robust • Deliverable • Demonstrable
<p>2.3</p>	<p>The proposed performance improvement objectives for Newry, Mourne and Down District Council are outlined in Appendix 1:</p> <ul style="list-style-type: none"> • Encourage healthy lifestyles 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 • Create a cleaner, greener, more attractive District • Encourage and empower local communities to participate in Council engagement structures and initiatives
<p>2.4</p>	<p>Councils are required to consult and engage a range of stakeholders, including citizens, businesses and partner organisations on the development of the performance improvement objectives. The proposed twelve week consultation programme will run between January-April 2019 and will consist of the following elements:</p> <ul style="list-style-type: none"> • Electronic survey published on the Council’s website and social media channels, and circulated to internal and external stakeholders • Hard copies of the survey made available at public receptions across the Council, including Monaghan Row, Greenbank, Downshire Civic Centre and the Ethnic Minority Support Centre • Public advertisements in local newspapers • Engagement with Section 75 groups, through Youth Councils, Older People’s Forum and Good Relations Fora • Engagement with the DEA Fora, including public engagement events <p>Where possible, consultation on future performance improvement objectives will be integrated with planned consultation activity around the development of the Corporate Plan 2019-23, in order to strengthen strategic alignment across the ‘Business Planning and Performance Management Framework’ and avoid duplication and consultation fatigue amongst key stakeholders.</p> <p>Consultation feedback will inform the final performance improvement objectives which will form part of the Performance Improvement Plan 2019-20. An overview of the overall approach to develop and publish the Performance Improvement Plan by 30 June 2019, in line with statutory requirements, is outlined in Appendix 2.</p>
<p>2.5</p>	<p>Delivery plans for each performance improvement objective are in the process of being developed. These plans seek to demonstrate how the Council will manage the effective delivery of each objective, ensuring the necessary resources and</p>

	processes in place.
3.0	Recommendations
3.1	<p>To consider and agree the:</p> <ul style="list-style-type: none"> • The draft performance improvement objectives 2019-20, 'supporting actions' and 'measures of success', as outlined in Appendix 1. • The proposed approach and timetable for publishing the Performance Improvement Plan 2019-20, by 30 June 2019, including authorisation to proceed with a twelve week public consultation programme between 14 January-5 April 2019, as outlined in Appendix 2.
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 draft performance improvement objectives 2019-20 have been equality screened and it is recommended that they are not subject to an equality impact assessment (with no mitigating measures required). The Council will also run a twelve week consultation process, in line with the corporate Equality Scheme.
6.0	Rural Proofing implications
6.1	There are no rural proofing implications contained within this report. The Performance Improvement Plan 2019-20 will be subject to a Rural Needs Impact Assessment.
7.0	Appendices
	<ul style="list-style-type: none"> • Appendix 1 – Consultation-Draft Performance Improvement Objectives 2019-20 • Appendix 2 - Overall approach and timetable for developing and publishing the Performance Improvement Plan 2019-20
8.0	Background Documents
	<ul style="list-style-type: none"> • Performance Improvement Plans 2017-18 and 2018-19

Consultation

Draft Performance Improvement Objectives

2019-20



Our Duty of Improvement

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

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

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

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

The draft performance improvement objectives 2019-20 for Newry, Mourne and Down District Council are aligned to the following regional and local plans which influence the overall direction of travel of the organisation, and have been developed based on extensive consultation with key stakeholders:

- Draft Programme for Government Framework
- Newry, Mourne and Down Community Plan
- Newry, Mourne and Down District Council Corporate Plan
- Thematic Plans and Strategies, including the Tourism Strategy, Economic Regeneration and Investment Strategy, Play Strategy, Sports Facility Strategy, PCSP and Good Relations Action Plans

Once agreed, the performance improvement objectives 2019-20 will be published in the annual Performance Improvement Plan. This plan will provide more detail about what we want to improve, how we will deliver improvements, how our performance will be measured and what improvements stakeholders will experience as a result of our activity.

Our draft Performance Improvement Objectives for 2019-20

Newry, Mourne and Down District Council has identified the following draft 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. Create a cleaner, greener, more attractive District**
- 5. Encourage and empower local communities to participate in Council engagement structures and initiatives**

In 2017-18, the Council set performance improvement objectives which covered a number of years and have therefore been carried forward to 2018-19 and 2019-20. These objectives are underpinned by a range of 'supporting actions' and 'measures of success', with annual milestones, in order to ensure progress can be monitored on a regular basis. These 'supporting actions' and 'measures of success' have been:

- Carried forward from 2017-18 and 2018-19, where they cover more than one year or have been subject to delay
- Updated to reflect where progress has been made during 2017-18 and 2018-19, and milestones have been achieved
- Developed and agreed based on the key improvement activities planned for the coming years

The draft performance improvement objectives 2019-20 are directly aligned to the Community Plan, Corporate Plan and Directorate Business Plans. Directorate Business Plans may provide more detailed information regarding the delivery of specific initiatives and programmes of work.

Community Planning Outcomes

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

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

Through the Community Plan, the following five positive outcomes (illustrated at Figure 1) have been identified:

Figure 1

Our Outcomes

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



Council Priorities

Through the Corporate Plan, Newry, Mourne and Down District Council has identified a mission and eight priorities (illustrated at Figure 2) which will contribute to achieving the overarching outcomes within the Community Plan.

‘Lead and serve a District that is prosperous, healthy and sustainable’.

Figure 2



Your voice, your choice!

Newry, Mourne and Down District Council is inviting you to put forward your views on the draft performance improvement objectives 2019-20. We are keen to ensure that our performance improvement objectives have a positive impact on the quality of life of all stakeholders across the District, including citizens, local businesses, partner organisations in the statutory, voluntary and community sectors, employees and Elected Members.

A questionnaire has been included on page 21 of this document for all stakeholders to complete and return to:

Email: kate.bingham@nmandd.org

Address: Community Planning and Performance
Newry, Mourne and Down District Council
O'Hagan House
Monaghan Row
Newry
Co Down
N. Ireland
BT35 8DJ

The questionnaire is also available on our website at: www.nmandd.org and at the following Newry, Mourne and Down District Council public receptions:

- O'Hagan House, Monaghan Row, Newry
- Downshire Civic Centre, Downpatrick
- Ethnic Minority Support Centre, Town Hall, Newry

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

Tel: 0300 013 2233

Email: kate.bingham@nmandd.org

The closing date for responses is **5 April 2019**.

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 to promote 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 will be delivered in the future. With the population of the District projected to grow by 3% by 2022, including a 14% 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 two 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 amongst the top priority areas for improvement. The consultation also reinforced the public appetite for a park in Newry City, and the Council has made a commitment to explore potential options further.

Our performance during 2017-18 and 2018-19

- 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
- Implementation of the Play Strategy and Sports Facility Strategy underway
- 2,009 children and young people took part in the Community Play initiatives
- The Albert Basin Task and Finish Working Group is considering options to progress the development of a park in Newry City

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.

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
- 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

Improvements for local communities and stakeholders

- Improved and accessible provision of indoor and outdoor sport, leisure and recreational facilities and activities
- Improved awareness of the opportunities to get involved in leisure, sport and recreational activities
- More opportunities to make healthy lifestyle choices by using sport, leisure and recreational 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	We enjoy long, healthy, active lives

Government Outcome	
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 Newcastle Gateway to the Mournes.

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, as well as the future nature of the Irish border. Deprivation also remains a growing issue across the District. Three neighbourhoods are now ranked as the 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 76% in 2017 to 68.4% in 2018, which is below the current regional average of 72.3%.

Worth £90m to the local economy, tourism is also a critical driver for economic growth in Newry, Mourne and Down, supporting almost 5,000 jobs. 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 to 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 two years, almost all respondents to 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. 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.

Our performance during 2017-18 and 2018-19

- 243 new jobs promoted and 250 new business starts supported through business start up activity
- City Deal for the Belfast Region secured
- The Carlingford Lough Greenway between the Weir and Victoria Lock complete
- The development of an Arts, Culture and Heritage Strategy is well underway
- Destination Experience Development Plan for the Mourne and Ring of Gullion and the Mourne Coast launched
- In 2017, the five Giant Adventure Festivals attracted over 139,000 visitors and generated an estimated direct spend of £4m

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.

Supporting actions

Improve economic growth by:

- 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 a range of programmes around the Social Economy, NMD Procurement and NMD Growth
- 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
- Providing proposals to invest in the fishing dependent communities of Kilkeel, Annalong and Ardglass through 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
- Agreeing the 'Heads of Terms' for the Belfast Region City Deal and developing Outline Business Cases for the Southern Relief Road, Regeneration of Newry City, Newcastle Gateway to the Mourne and digital connectivity initiatives

Become a premier tourism 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

- Progressing the completion of the Carlingford Lough Greenway by June 2020, including phase 2 from Victoria Lock to Omeath
- Developing further destination experiences to create 'epic moments' across the District
- Exploring options to invest in and improve the facilities at Camlough Lake
- Organising five Giant Adventure Festivals across the District:
 - 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
- Number of social enterprise starts, new jobs created and new volunteers recruited
- Number of community groups and organisations provided with business planning, start-up and business development support
- 55 new micro and small rural businesses created by March 2020
- 30 micro and small businesses in rural areas supported by March 2020
- 147 new jobs created in rural areas by March 2020
- 55 new jobs created in fishing dependent communities by 2020
- 22 new businesses created in fishing dependent communities by 2020
- 130 new qualifications and skills achieved through SEAFLAG 2 by 2020
- 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

Improvements 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 Government Outcomes	We prosper through a strong, competitive, regionally 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.

We are also supporting a number of major developments across the District, including Killeavy Castle, Southern Relief Road in Newry, Ballynahinch Bypass and the Downpatrick hotel, all of which will help fulfil our potential as a premier District for businesses, residents and visitors. 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.

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.

Your views

Our performance improvement objectives are based on those things that matter most to you. Over the past two years, 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.

Our performance during 2017-18 and 2018-19

- Warrenpoint Municipal Park restored and re-opened
- The Forkhill Greenspace Pathway Project complete
- Late night bus pilot from Newry to Crossmaglen and Kilkeel operational between October-December 2018
- 25 Village Plans updated and 20 new Village Plans created
- Multiple initiatives launched to improve digital connectivity across the District
- Improved processing time for local 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.

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, which will include the:
 - 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
- Work with the Department for Communities to commence phase III of the Newry Lower Hill Street public realm scheme, to include new street lighting, paving and tree planting (subject to funding and 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
- Develop a programme of future regeneration initiatives, incorporating Warrenpoint Baths, Lisburn Street carparks in Ballynahinch, Newry Civic Centre and the former police station and adjacent lands in Downpatrick
- Commence the delivery of the seven environmental improvement schemes identified through the Village Plans, to include new street lighting, paving and street furniture (subject to funding and planning permission)
- Commence the design and delivery of 16 gateway art projects identified through the Village Plans (subject to funding and 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 development 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
- Level of footfall, 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

Improvements 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

	<ul style="list-style-type: none"> • 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 rural digital connectivity across the District • The Council provides a more efficient and effective Planning Service
<p>Corporate Plan Priorities</p>	<p>Lead the regeneration of our urban and rural areas Become one of the premier tourist destinations on the island of Ireland Attract investment and support 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 Transform and modernise the Council, providing accessible as well as value for money services</p>
<p>Community Plan Outcomes</p>	<p>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</p>
<p>Programme for Government Outcomes</p>	<p>We are an innovative and creative society, where people can fulfil their potential We are a confident, welcoming, outward looking society We connect people and opportunities through our infrastructure We live and work sustainably – protecting the environment We have created a place where people want to live and work, to visit and invest</p>
<p>Alignment with the 7 aspects of improvement</p>	<p>Strategic effectiveness / Service quality / Service availability / Fairness / Sustainability / Innovation</p>

Performance Improvement Objective 4

Create a cleaner, greener, more attractive 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' initiative, the Council is exploring ways to transform the delivery of services and make it easier for customers to report environmental issues

around refuse collection, street cleansing, graffiti and fly posting.

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 two 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.

Our performance during 2017-18 and 2018-19

- Decrease in black bin waste and an 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 on track to complete by March 2019

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.

Supporting actions

- 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
- Increase and support public participation in local clean up campaigns and initiatives such as 'Down Your Street'
- Implement the Dog Fouling Strategy and continue to monitor levels of street cleanliness across the District
- Undertake targeted awareness raising to communicate the detrimental impact of environmental crime and the importance of recycling
- Increase the recycling rate and reduce the amount of waste going to landfill
- Standardise how glass is collected across the District
- Review Household Recycling Centres across the District, in relation to opening hours, entrance and usage, receipt of waste and license conditions

Measures of success	
<ul style="list-style-type: none"> • 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 <22,314 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 • Percentage of bins collected on their scheduled day • 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, building their capacity to participate in shaping and designing the policies and 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 enable and empower local people to identify and 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, facilitating a sense of belonging to the area and investing in the capacity of local people.

Whilst the number of volunteers registered with Volunteer Now has decreased from 6,849 to 1,217, which can largely be attributed to the impact of General Data Protection Regulations (GDPR), the Council remains committed to supporting local voluntary and community 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 two 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.

Our performance during 2017-18 and 2018-19

- Corporate Consultation and Engagement Strategy adopted
- 52% of places currently occupied on the DEA Fora, PCSP, Neighbourhood Renewal Partnerships, PEACE IV Partnership and Strategic Stakeholder Forum are taken by representatives from the community, voluntary and business sectors
- Over £2.7m awarded towards a range community based initiatives, including summer schemes, Christmas illuminations, community engagement, good relations, community safety and capital projects
- 1,500 visits to the Ethnic Minority Support Centre in Newry between March-September 2018
- £10k has been awarded to community groups to deliver locality based projects through two 'participatory budgeting' programmes
- Newry, Mourne and Down achieved Age Friendly status from the World Health Organisation

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.

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 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

Improvements 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, good relations, community engagement, Christmas illuminations and capital projects
- 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

Consultation on the draft Performance Improvement Objectives 2019-20

I am responding:	as an individual	
	on behalf of an organisation	

Name:	
Job title (if applicable):	
Organisation and address:	
Telephone	
Fax	
E-mail	

Question 1

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

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

If other, please provide further information below.

Question 2

Do you agree that the draft performance improvement objectives and supporting project(s) are appropriate for our District?

Performance Improvement Objective 1	Agree	Disagree
Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities	<input type="checkbox"/>	<input type="checkbox"/>
Comments:		

Performance Improvement Objective 2	Agree	Disagree
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		
Comments:		
Performance Improvement Objective 3	Agree	Disagree
Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in		
Comments:		
Performance Improvement Objective 4	Agree	Disagree
Create a cleaner, greener, more attractive District		
Comments:		
Performance Improvement Objective 5	Agree	Disagree
Encourage and empower local communities to participate in Council engagement structures and initiatives		
Comments:		

Question 3

What alternative performance improvement objective(s) and 'supporting actions' would you suggest?

Question 4

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

Area	
Arts, Culture and Events	
Building Control and Licensing	
Community Services	
Economic Development and Tourism	
Environmental Health	
Leisure and Recreation	
Parks and Open Spaces	
Planning	
Registration Services (Births, Deaths, Marriages and Civil Partnerships)	
Street Cleansing	
Urban and Rural Regeneration	
Waste Collection and Recycling	

Please provide details, in the space provided, concerning the specific areas of the Council that you would wish to see improvements made in.

Privacy Notice

Newry, Mourne and Down District Council is collecting the information on this form to identify the views of the public and other interested parties in relation to the development of the Council's Performance Improvement Objectives 2019-20 and future performance activity.

We may wish to contact you to undertake follow-up consultation work by email. If you agree to being contacted in this way, **please tick the relevant box on this form** and complete your contact details.

Your information will be held securely and processed in accordance with the Data Protection Act 1998. Your information will not be disclosed to other organisations except for the purposes outlined above and where it is necessary for us to comply with the law.

Name – Please print	Email	Signature

Please tick this box if you grant permission to be contacted by Newry, Mourne and Down Council for the purposes of this consultation.

To support transparent decision-making, an anonymised summary of the responses to this consultation will be made public. We will not publish the names and contact details of respondents.

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

Completed questionnaires or comments should be sent by **5 April 2019** to:

Email: kate.bingham@nmandd.org

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

Telephone: 0300 013 2233

We look forward to hearing from you.

Overall approach and timetable to develop and publish the Performance Improvement Plan 2019-20

1	Development of the Performance Improvement Plan 2019-20	Timetable
1.1	Review baseline evidence to support the development of the Performance Improvement Plan, including a review of existing performance management arrangements across the organisation	Nov 2018
1.2	Develop and update the performance improvement objectives, supporting actions and measures of success, ensuring alignment to the seven criteria outlined in the legislation, as well as the Community Plan, Corporate Plan and other key strategies. Update and strengthen the Project Development Plans which underpin each objective.	Nov 2018
1.3	Consider and agree the: <ul style="list-style-type: none"> • Draft performance improvement objectives 2019-20, supporting actions, measures of success and Objective Delivery Plans • Overall approach and timetable for developing and publishing the Performance Improvement Plan 2018-19 and complying with the statutory Duty to Improve 	SMT: 4 Dec 2018 CMT: Jan 2019 SPR: 13 Dec 2018 Council: 7 Jan 2019 AC: 15 Jan 2019
1.4	Carry out an equality screening and rural needs impact assessment of the draft performance improvement objectives 2019-20	Nov 2018
2	Consultation on the draft Performance Improvement Objectives 2019-20	Timetable
2.1	The proposed 10 week consultation timetable with key stakeholders will consist of the following elements:	
2.2	Electronic survey published on the Council website and social media channels, and circulated to internal and external stakeholders	14 Jan-5 Apr 2019
2.3	Hard copies of the survey made available at public receptions across the Council, including Monaghan Row, Greenbank, Downshire Civic Centre, Ethnic Minority Support Centre, Leisure Centres and Museums	14 Jan-5 Apr 2019
2.4	Public Advertisements in local newspapers	Jan-Mar 2019
2.5	Consultation and engagement on the draft performance improvement objectives 2017-18 with: <ul style="list-style-type: none"> • Section 75 groups, including Youth Councils, Older People's Forum and Good Relations Fora • Seven DEA Fora • Community Planning Thematic Delivery Groups and Stakeholder Forum 	Jan-Mar 2019
2.6	Analyse feedback from consultation and engagement activity, and propose amendments to the performance improvement objectives, supporting actions and measures of success where appropriate	Apr 2019
3	Design, approval and publication of the Performance Improvement Plan 2019-20	Timetable
3.1	Finalise the Performance Improvement Plan 2019-20	Apr 2018
3.2	Carry out an equality screening and rural needs impact assessment of the Performance Improvement Plan 2019-20	Apr 2018

Overall approach and timetable to develop and publish the Performance Improvement Plan 2019-20

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3.3	Consider the Performance Improvement Plan 2019-20, with proposed amendments following the consultation process	SMT: May/June 2019 SPR: May/June 2019 (including request to publish the Performance Improvement Plan by 30 June 2019) Council: June/July 2019 AC: June 2019
3.4	Publish the Performance Improvement Plan on the Council's website and social media channels	June 2019 (before statutory deadline of 30 June)
3.5	Develop, translate into Irish (in line with Bilingualism Policy) and publish the summary performance document – 'Our Performance: Looking Back, Going Forward'	June 2019
3.6	Circulate electronic copies of the Performance Improvement Plan 2019-20 and summary document to consultees and key stakeholders	June/July 2019
4	Implementation of the Performance Improvement Plans (2018-19 / 2019-20)	Timetable
4.1	Report progress in implementing the Performance Improvement Plan 2018-19 through the annual Assessment of Performance, in line with statutory requirements	SMT: Sep 2019 SPR: Sep 2019 Council: Oct 2019 AC: Sep 2019
4.2	Monitor and report progress in implementing the Performance Improvement Plan 2019-20 through the Mid Year Progress Report	SMT: Nov 2019 SPR: Nov 2019 Council: Dec 2019 AC: Jan 2020
5	Improvement Audit and Assessment 2019-20	Timetable
5.1	NI Audit Office carry out the annual Improvement Audit and Assessment to ascertain if the Council has fulfilled its statutory duty of performance improvement. This will include: <ul style="list-style-type: none"> A forward looking assessment of the Councils likelihood to comply with its duty to make arrangements to 	Jul-Oct 2019

Overall approach and timetable to develop and publish the Performance Improvement Plan 2019-20

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	<p>secure continuous improvement</p> <ul style="list-style-type: none"> • A retrospective assessment of whether the Council has achieved its planned improvements to inform a view regarding the Council's track record of improvement 	
5.2	The NI Audit Office issue the S95 report, outlining the findings from the Improvement Audit and Assessment, which includes proposals for improvement to assist the Council in fulfilling its performance responsibilities in future years	<p>Final report: 30 Nov 2019</p> <p>Publication of report: Feb 2020</p>
5.3	Consider the s95 Improvement Audit and Assessment Report	<p>SMT: Dec 2019</p> <p>SPR: Dec 2019</p> <p>Council: Jan 2020</p> <p>AC: Jan 2020</p>