

Down District Council

Corporate Plan 2009 - 2011





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Foreword



I have pleasure in presenting you with Down District Council's Corporate Plan for 2009 - 2011.

As we prepare for what will be the most major challenging reform of public administration in Northern Ireland, leadership, planning and management will be of critical importance. Not only will Down District Council be involved in planning for the impending changes but also for their implementation, at a time when we are all experiencing issues raised by the current economic downturn. It can be seen from our past performance, as outlined in this document, that Down District Council has worked with partners and community organisations to ensure the district is in a positive position to address the challenges which lie ahead and I commend all who have been involved.

The next two years will bring changes, difficulties and opportunities for our people living in the towns, villages and hamlets across the district. The Corporate Plan

2009 - 2011 sets out how Down District Council will address these potential issues. The Plan contains ambitious targets, not only to ensure the continued deliverance of excellent services to our citizens, but also for the development of these services including tourism, leisure facilities, waste management, construction and renovation projects.

Down district is well placed to ensure the imminent changes are delivered to the highest level of efficiency and quality. There is still a lot of work to be done and I am confident, with the continued dedication of Councillors and Council staff, and support of local communities and partners, that the ambitious objectives outlined in this Corporate Plan will be delivered to enhance and improve the lives of everyone in Down district.

Councillor William Dick
Chairperson

Introduction



As a Council, we exist to represent and serve the interests of the people who reside in or have a stake in the development of the district. Our role is to provide civic leadership, deliver local services and ensure that the district also benefits from development opportunities that arise from policy and investment decisions taken elsewhere.

This new Corporate Plan is primarily intended to offer guidance to elected members, and staff who work for Down District Council and on the public's behalf, to ensure that our resources are prioritised and well used for the benefit of the district.

The Review of Public Administration (RPA) recommendation of 11 Councils for Northern Ireland will be enacted in May 2011. Under the change Down District

Council will merge with Newry City and Mourne District Council. The new Council will assume responsibility for a range of additional functions and will have a major influence on other bodies through the community planning framework.

Over the next two years Down District Council will face major challenges, from the preparation for the amalgamation with Newry and Mourne District Council to the impact of the current recession. This plan will allow the Council to build on the progress made to date and the continued provision of high quality, efficient services to our citizens.

John McGrillen
Clerk and Chief Executive

Our Past Performance

The last Corporate Plan, covering the period 2006 - 2009 set out a series of 30 specific objectives of which 26 (87%) were achieved or significantly progressed. Amongst the objectives achieved during the last three year period are:

- Completed an £11m refurbishment of the promenade and streetscape in Newcastle
- Secured construction of a new £6m cinema complex in Downpatrick
- Attracted £4.7m investment in local projects through Neighbourhood Renewal in Downpatrick
- Secured £4m funding for the Ballymote Centre
- Secured £3m for environmental improvement of Downpatrick
- Completed £1.2m redevelopment of Down County Museum
- Secured gas extraction contract for Drumanakelly landfill site which is expected to generate £3m income over the next 20 years
- Completed £1.3m upgrade in Ardglass
- Supported the construction of The Lodge Cultural, Community and Business Centre in Castlewellan and Ballyhornan Family Centre
- Implemented eight key Community Safety Partnership initiatives
- Exceeded all recycling and statutory landfill diversion targets
- Established a state of the art recycling centre in Castlewellan
- Met all Building Control, Environmental Health and Administrative targets
- Leading Council in providing access to the countryside
- Set up the Down District Health Partnership
- Developed and achieved targets set in a Disability Action Plan
- Put in place a Customer Service Charter
- Retained Investors in People (IiP) accreditation
- Eight services secured external quality accreditation (QUEST, Chartermark and ISO 14001)
- Initiated a leadership development programme
- Delivered Council services within agreed budgets each year
- Put risk management procedures in place
- Positively responded to three civil emergencies
- Completed a Community Relations and Community Support audit
- Introduced improved Departmental Business Plans and a new performance management process to enable Council to monitor progress against plans.

Council Plan

Our plan states clearly what elected members and employees have agreed to focus on over the next two years.

It reflects the priorities that Down District Council feels must be addressed if we are to serve the community well, meet their expectations and stay within our means. The Plan commits Down District Council to actions and performance targets within a timetable that acknowledges the impact of the RPA and the transition to a new Council in 2011. There is some flexibility to allow for unforeseen events, however, it is expected that the Council will direct the use of all its resources in pursuit of the objectives as agreed and as set out in this document.

Down District Council's planning process is based on a hierarchy of plans that cascade down from the strategic Corporate Plan to the more detailed one-year departmental business plans which themselves generate individual personal development plans. We want to ensure that each and every staff member is clear about the contribution they can make towards improving the quality of life for all our people and what Down District Council expects from them.





Our Mission Statement

“Improving the
quality of life for
all of our people.”

Vision

Our vision is that Down District Council will significantly contribute to making Down district:

- An attractive, clean, healthy, safe and secure environment for both residents and visitors
- A place where local people have access to a range of affordable quality services
- A place where everyone works together, in partnership to improve the quality of life for all
- A place that attracts investment, leading to sustainable development and employment opportunities
- A place with a community that is peaceful, harmonious and actively engaged in civic life
- A place where the Council and its workforce is positive, motivated and energetic, leading new development and making things happen.

Core Values

In pursuing its mission Down District Council has adopted four fundamental values (see Table 1 below) that will be evident in everything that elected members, staff and stakeholders do on behalf of the Council. These are guiding principles that run as a golden thread through every decision we make and everything we do.

Core Values for Down District Council

Values	What this means for Elected Members and Staff
Integrity	We will be honest, accountable, consistent, transparent and responsible in all our actions, decisions and behaviours.
Respect	We will treat all of our citizens, visitors, colleagues and stakeholders with utmost respect and provide our services on a fair and equitable basis.
Excellence	We will provide the highest quality of services possible within our resources and continuously strive to improve the provision of services.
Sustainability	We will take into account the social, economic and environmental needs of current and future generations when we make decisions about what we do and how we do it.

Table 1

Strategic Context

The Council's Corporate Plan, if it is to be taken as credible and real, must take account of the momentous change that is happening around us and will affect the citizens of Down as elsewhere in the world. The following section is intended to give stakeholders some understanding of the emerging backdrop against which the plan is being set. Table 2 below highlights some of the main issues and challenges facing the Council now and over the next two years up to March 2011.

Issues and Challenges Facing Down District Council

Issues/Challenges	What this means for Down District Council
Recession and Recovery	<p>There will be pressure to keep rates and charges as low as possible and therefore any plans that require additional expenditure must be fully justified to the general public.</p> <p>There will be financial pressures on both businesses and individuals. This will add to the pressure to keep costs low and potentially limit the scope for development of services and facilities.</p> <p>The reduction in disposable income and decline in construction activities will have a marked impact on the Council's income streams.</p> <p>Employment may continue to decline and this underpins the need for Council intervention to support job creation in the district.</p> <p>We are likely to see lower construction costs with the potential for major capital projects to be completed at lower costs.</p> <p>There are at present grounds for optimism in the area of tourism due to favourable exchange rates.</p> <p>This also presents opportunity for both increased cross border and retail development.</p> <p>Due to the pressures on public spending and dependence on public sector employment in the district, it will be important for Down District Council to actively lobby for the retention of public sector jobs for the district.</p> <p>The district is in a position to benefit from EU funding (Interreg, Rural Development and Peace III programmes).</p>

Table 2

Issues/Challenges	What this means for Down District Council
RPA	<p>We will actively work to represent the best interests of Down district, as a community and as a Council, in working towards the new RPA Council scheduled to be in place for May 2011. We will work to ensure that we retain a strong focus on Down district, during and after the transition process. Down District Council intends to progress key capital projects for the district and will work to secure the support of Newry City and Mourne District Council in doing so.</p> <p>As a Council we will need to be mindful of some obvious transition issues to be worked through. These include:</p> <ul style="list-style-type: none"> • Aligning two different corporate cultures • Mapping and merging two sets of policies and systems • Motivating and retaining staff during a period of uncertainty and change, ensuring they play an active part in future developments • Making provision for the transfer of new functions (for example planning, urban regeneration, roads and local economic development) from central to local government • Delivering current services to quality standards whilst being required to devote time to planning and managing major change.
Central Government	<p>Taking into account changes that are led by central government in terms of new or amended legislation and policy that has an impact on local areas. Issues about priorities spelled out in the Programme for Government and policy changes in areas such as Targeting Social Need (TSN) or climate change need to be factored into the Council's plans.</p> <p>Down District Council will need to develop its civic leadership role in order to influence decisions in the interests of the district.</p>
Statutory Obligations	<p>Down District Council is mindful of the obligations it faces under law to deliver certain services and oversee particular functions. It recognises that its first duty is to deliver on its statutory obligations.</p>
Maintaining Quality of Service	<p>There is an expectation among citizens and customers that Down District Council will do everything within its means to maintain service quality, and where possible, to recognised quality standards. The Council itself has IIP, QUEST awards, Chartermark and ISO 14001 accreditation and it will strive to maintain high standards across both statutory and discretionary service areas.</p>

Table 2 (continued)

Issues/Challenges	What this means for Down District Council
<p>Sustainability</p>	<p>Down District Council is committed to sustainability and will consider the social, economic and environmental impact in its decision-making.</p> <p>Down District Council will, in exercising its functions, contribute to the achievement of sustainable development in Northern Ireland.</p> <p>Climate change is a potentially major issue with the likelihood of increased intensity of storms, flooding and coastal erosion.</p>
<p>Waste Management</p>	<p>Waste management is an issue high on the Council's agenda, not least because of imposed government targets and the threat of potential penalties for not meeting them. There are significant costs and investments associated with achieving these targets at a time when the general grant is reducing.</p> <p>The plan will need to address issues arising from the RPA, such as its future membership of ARC 21 or SWAMP and how to deal with contractual matters associated with this issue.</p>

Table 2 (continued)



Strategic Objectives

In order to achieve our mission in a way that deals with the range of issues and challenges Down District Council will face over the next two years, we have adopted the following strategic objectives, listed in Table 3 below. Our customer objectives will be achieved by developing efficient and effective operational processes, developing and motivating our people and providing the financial resources necessary to support planned activities.

Strategic Objectives for Down District Council 2009 - 2011

Serving Our Customers and Community	Improving Our Processes
C.1 Improve services and facilities	I.1 Prepare Council for RPA
C.2 Contribute to the development of a prosperous, sustainable local economy	I.2 Achieve continuous improvement
C.3 Contribute to a safer, greener, cleaner and attractive environment	I.3 Develop consistency in management across Council
C.4 Create collaborative partnerships	
C.5 Promote community cohesion	
C.6 Promote a healthier community	
C.7 Ensure Council responds effectively to any civil emergency	
Developing and Motivating Our People	Managing Our Costs
P1 Ensure both elected members and staff remain motivated at a time of considerable change	F.1 Deliver Council services within a budget estimate agreed annually
P2 Keep elected members and staff well informed	F.2 Manage our income and costs
	F.3 Fund our capital programme
	F.4 Manage financial assurance and good governance

Table 3

Translating these objectives into action is crucial and Down District Council has developed a **Corporate Scorecard** of measures, targets and initiatives that, if acted on, will ensure that the Corporate Plan is delivered on the ground.

Corporate Scorecard

Serving Our Customers and Stakeholders

Objectives	Measures	Targets 2009-2010	Targets 2010-2011	Corporate Initiatives/Action Plan
C.1 Improve services and facilities	C.1.1 User level of satisfaction with service quality across all services	80%	80%	a) Deliver an annual programme aimed at achieving excellent services across all areas of engagement - measured by externally accredited quality awards, appropriate to the service
	C.1.2 Number of services with recognised quality award	7	10	b) Develop and implement annual departmental business plans updated by mid-March each year
	C.1.3 Number of transformational innovations introduced by Council	2	2	c) Initiate a programme to identify areas for transformational innovation and seek at least three incremental innovations for each service
	C.1.4 Number of incremental service innovations per service	3	3	d) Deliver an annual capital programme of new build, renovation and maintenance of Council-managed assets (see Appendix 1) e) Building the Downshire Campus as a public services centre f) Developing the Velodrome as an elite facility and Downpatrick leisure complex g) Construction of a new leisure facility at Ballymote h) Develop an influencing strategy to support elected members in their civic leadership role by September 2009 i) Be corporate Customer Service Excellence accredited by April 2011

Serving Our Customers and Stakeholders

Objectives	Measures	Targets 2009-2010	Targets 2010-2011	Corporate Initiatives/Action Plan
C.2 Contribute to the development of a prosperous, sustainable local economy	C.2.1 Number of new jobs created in Down district with support of Down District Council	250	500	<ul style="list-style-type: none"> a) Lobbying drive to have Downpatrick identified as a key service area in regional development strategy b) Campaign to secure Downpatrick as a centre for Public Sector employment
	C.2.2 Number of public sector jobs located in the district	7,200	7,200	<ul style="list-style-type: none"> c) Work with Invest NI to secure investment projects providing 200 jobs d) Influencing campaign to attract two new hotels and at least one major retail development to the area e) Actively identify and support the development of five new tourism related businesses f) Establish a Business Development Support Programme in partnership with Down Business Centre g) Work to secure NITB investment in at least four capital projects h) Support Rural Development projects for Ardglass, Ballyhornan, Castlewellan, Clough, Dundrum and Saintfield i) Complete urban development plans for Downpatrick, Newcastle and Ballynahinch to address issues such as congestion j) Facilitate and support rural development in the smaller settlements

Corporate Scorecard

Serving Our Customers and Stakeholders

Objectives	Measures	Targets 2009-2010	Targets 2010-2011	Corporate Initiatives/Action Plan
C.3 Contribute to a safer, greener, cleaner environment	C.3.1 % waste recycled	32%	35%	a) Provision of a statutory waste management and cleansing service
	C.3.2 Reduction in Anti-Social Behaviour incidents	5%	5%	b) Programme to meet recycling and statutory landfill targets
	C.3.3 Waste diverted from landfill	NILAS* target 18,368 tonnes	NILAS* target 18,432 tonnes	c) Introduction of recycling to commercial waste d) Retain Northern Ireland Amenity Council Best Kept Small Town Award
	*Northern Ireland Landfill Allowance Scheme			e) Resolve outstanding Waste Management Group contractual issues by March 2011 f) Introduce a Food Waste collection system by March 2010 g) Plan for Residual Waste Processing h) Establish state-of-the-art Household Recycling Centres in Downpatrick and Ballynahinch by March 2011 i) Environmental improvements for Drumaness j) Manage the amalgamation of Down District Community Safety Partnership and Down Policing Partnership and create a new community safety dynamic

Serving Our Customers and Stakeholders

Objectives	Measures	Targets 2009-2010	Targets 2010-2011	Corporate Initiatives/Action Plan
C.4 Create collaborative partnerships	C.4.1 Amount of capital investment in the district each year	£10m	£30m	a) Programme to complete construction or renovation of: <ul style="list-style-type: none"> - Ballymote Centre - Down Arts Centre - Downpatrick Environmental Improvement scheme - Mourne Signature Project scheme - St Patrick Signature Projects - Velodrome - Provide a sports and community hall in Saintfield in partnership with the SEELB and Saintfield Academy Primary School
	C.4.2 Amount of investment committed by partners	£8m	£18m	
C.5 Promote community cohesion	C.5.1 Reduction in sectarian incidents	5%	10%	a) 60 programmes developed and implemented
	C.5.2 Reduction in racist incidents	10%	10%	b) 10 events that address sectarianism and racism or deal with conflict resolution c) Community balance of participants in events d) 10 active marginalised and minority groups participating in the programme e) 50 young people participating in the process Note: (a,b,c,d and e above are activities carried out in partnership by the Peace III cluster of Down, North Down and Ards)

Corporate Scorecard

Serving Our Customers and Stakeholders

Objectives	Measures	Targets 2009-2010	Targets 2010-2011	Corporate Initiatives/Action Plan
C.6 Promote a healthier community	C.6.1 Increase use of leisure facilities	3%	3%	<ul style="list-style-type: none"> a) Deliver a Health Improvement Plan b) Develop a Recreation Plan for the district c) Increase playing field provision and playing field usage d) Promote community centre provision and usage e) Increase sports hall provision and usage f) Fitness provision and usage
C.7 Ensure Council responds effectively to any civil emergency	C.7.1 Stakeholder satisfaction with response to each emergency incident	90%	90%	<ul style="list-style-type: none"> a) Emergency Plan in place b) Emergency Plan exercise undertaken by September 2009 c) All staff trained in their roles d) Multi-agency Resilience Forum in place e) Flood Response Plan in place



Corporate Scorecard

Improving Our Processes

Objectives	Measures	Targets 2009-2010	Targets 2010-2011	Corporate Initiatives/Action Plan
I.1 Prepare Council for RPA	I.1.1 Transition programme Plan in place	Sep 2009		a) Set up team to represent the interests of Down District in the transition committee with Newry and Mourne Council
	I.2 Achieve continuous improvement	I.1.2 Level of compatibility of operating systems	70%	100%
I.1.3 Transition milestones achieved		50%	100%	
	I.2.1 IIP award up-to- date at year end	Mar 2010	Mar 2011	a) Develop and implement a Corporate Services departmental business plan aimed at providing business support across the organisation
	I.2.2 Number of GIS projects completed	6	6	b) Programme to maintain IIP status across Down District Council c) Action plan for completion of harmonisation and single status agreement



Corporate Scorecard

Improving Our Processes

Objectives	Measures	Targets 2009-2010	Targets 2010-2011	Corporate Initiatives/Action Plan
I.3 Develop consistency in management across Council	I.3.1 Level of employees with PDPs	100%	100%	a) Undertake a review of governance and draw up plan to ensure appropriate policies in place and full compliance
	I.3.2 % Employee satisfaction with the performance management system	90%	90%	b) Maintain an active risk management register and review quarterly c) Maintain performance management and review process across Council
	I.3.3 Quarterly Governance Statements completed on time	100%	100%	d) Produce a Down district sustainable development plan e) Produce a Down district bio-diversity plan in partnership with Newry City and Mourne District Council and Strangford Lough Management Committee
	I.3.4 Mainstream sustainable development			
I.4 Develop Council-wide business continuity plans	I.4.1 Date for completion of annual business continuity plan	Sep 2009	Sep 2010	a) Each Director to ensure that there is an up-to-date business continuity plan for their area of responsibility
	I.4.2 Level of services with up-to-date business continuity plans	50%	100%	b) Conduct an exercise to test a sample of business continuity plans c) Draw up a training programme to support service managers in the area of business continuity

Corporate Scorecard

Developing and Motivating Our People

Objectives	Measures	Targets 2009-2010	Targets 2010-2011	Corporate Initiatives/Action Plan
P.1 Ensure both elected members and staff remain motivated at a time of considerable change	P.1.1 % employees with PDPs in place	100%	100%	a) Develop a learning and development strategy, with resources to implement and support PDPs
	P.1.2 % attendance levels	95%	96%	b) Develop and implement appropriate service quality training c) Design and deliver a development programme for elected members across the two council areas of Down and Newry and Mourne
P.2 Keep elected members and staff well informed	P.2.1 % people who feel they are kept well informed	80%	80%	a) Draw up and implement a communication strategy across Council b) Deliver regular core briefings for all staff



Corporate Scorecard

Managing Our Costs

Objectives	Measures	Targets 2009-2010	Targets 2010-2011	Corporate Initiatives/Action Plan
F.1 Deliver Council services within budget estimate agreed annually	F.1.1 % Budget overspend	0%	0%	<ul style="list-style-type: none"> a) Regular review of financial performance to monitor and take corrective action to ensure that service income and expenditure stays within agreed budget tolerances b) Production of monthly finance reports with action sheets c) Present quarterly Finance Reports to Strategic Policy and Resources Committee
	% Budget underspend	< 1%	< 1%	
F.2 Manage our income and costs	F.2.1 Rates increase	< 3%	< 6%	<ul style="list-style-type: none"> a) Review of opportunities to maximise income and reduce costs in order to reduce rates burden b) Develop an asset maximisation strategy including a review of vacant property c) Reduce non-programmed overtime costs d) Revise the procurement strategy to seek cost reduction
	F.2.2 Cost of overtime as a ratio of payroll	< 7%	< 6%	
F.3 Fund a capital Programme	F.3.1 Deadline for agreement on capital programme funding	Feb 2010	Feb 2011	<ul style="list-style-type: none"> a) Draw up a prioritised capital programme with a schedule of cost estimates, including provision for the ongoing planned maintenance for existing premises

Managing Our Costs

Objectives	Measures	Targets 2009-2010	Targets 2010-2011	Corporate Initiatives/Action Plan
F.4 Manage financial assurance and good governance	F.4.1 Unqualified Annual Accounts	Yes	Yes	a) Draw up a prioritised capital programme with a schedule of cost estimates, including provision for the ongoing planned maintenance for existing premises
	F.4.2 % of internal audit reports with satisfactory rating or above	90%	100%	b) Draw up and implement an annual programme of audit and risk management reviews
	F.4.3 Number of priority one audit recommendations	2	0	c) Quarterly Assurance Statements completed by agreed date d) Risk Register in place for each Department / Business Unit
	F.4.4 Number of audit recommendations completed in agreed timescales	100%	100%	e) All audit recommendations completed within agreed timescales
	F.4.5 Quarterly assurance statements completed on time	100%	100%	



Making it Happen

The Corporate Plan is a strategic document that shows how the Council plans to organise itself to serve the local community over the next two years. It will seek to reduce the burden on the ratepayer by maximising income generating activities; lever resources from other funding sources; and through a focus on continuous improvement, create effectiveness where possible. The Council constantly reviews its financial and human resources structures to maintain a balance between service expectations and the resources available.

As with any plan, circumstances may change and so the Council must be ready to cope with this. It is not the Plan but the process of planning that is important. In order to regularly review how the Council is performing it is committed to the following processes described in Table 4 below:

Council Planning and Review Cycle

Planning Level	Involvement and Expectation
Elected Members	Six monthly review of performance against corporate and business plans Annual review of the Corporate Plan by elected members each year
Senior Managers	Quarterly review of performance against business plans Six-monthly review of the Corporate Plan Six monthly review of senior managers' individual job plans
Service Managers	Quarterly review of progress against service plans Six monthly review of individual team members' job plans
Employees	Annual review of Corporate Plan and involvement in developing specific Business and Service Plans. Six monthly review of individual job plans
Citizens/Community	Bi-annual public consultation on priorities and feedback on satisfaction with performance Publication of an Annual Report

Table 4

The Corporate Plan will be cascaded and communicated down through the organisation, and in an appropriate format, to the citizens of the district.

Appendix

Down District Council Programme of New Build, Renovation and Maintenance of Council Managed Assets

The programme includes schemes where resources have already been agreed and committed, and projects which are currently in the planning phase. Other projects are dependent on availability of funding in the future. A number of schemes will therefore be delivered by the new Newry City, Mourne and Down District Council after 2011.

Project	£
Ardglass Play Area	50,000
Ardglass Playing Fields	500,000
Ballykinlar Play Area	100,000
Ballymote Sports Hall	300,000
Ballynahinch Leisure Centre	5,000,000
Ballynahinch Lough Park	100,000
Ballynahinch Market House	420,000
Ballynahinch Recycling Centre	975,000
Ballynahinch Third Generation Pitch	500,000
Castlewellan Pavilion	1,000,000
Castlewellan Third Generation Pitch	500,000
Delamont Farm Buildings	100,000
Delamont Park Playground Refurbishment	500,000
Donard Park Pavilion	1,000,000
Down Administration Centre	15,000,000
Down County Museum High Cross Extension	100,000
Down Arts Centre Development	650,000
Down Leisure Centre Equipment Upgrade	50,000

Appendix (continued)

Down District Council Programme of New Build, Renovation and Maintenance of Council Managed Assets

Project	£
Downpatrick Public Realm	300,000
Downpatrick Recycling Centre	375,000
Downpatrick Third Generation Pitch	750,000
Downpatrick Velodrome / Leisuredrome	12,000,000
Drumaness Environmental Improvement Scheme	50,000
Dunleath Pavilion	2,000,000
Killyleagh Third Generation Pitch	250,000
Newcastle Bowling Pavilion	200,000
Newcastle Leisure Centre	5,000,000
Newcastle Tennis Pavilion	200,000
Saintfield Community Hall	3,000,000
Saintfield Third Generation Pitch	300,000
Saintfield Town Hill	250,000
Strangford Pavilion	100,000
Upgrade four beaches to Green Coast Award	200,000
TOTAL	51,820,000



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