

Mid Ulster District Council

Annual Report

Corporate Improvement Plan

2016 – 2017

September 2017

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Foreword

The vision to improve the economic, social, environmental and cultural well-being of the Mid Ulster District, is at the heart of everything the Council does. We strive to build sustainable and resilient communities that support the well-being of current and future generations.

Each year the Council produces an annual report reviewing performance in the previous financial year, which includes an evaluation of how well we delivered against the objectives set in the previous year. We use performance indicators to monitor our performance and some of these indicators are set by the Stormont Government and used for comparison to other councils.

We are pleased to present the Council's Annual Report for the year ended 31 March 2017. The last year was an important one for the Council. We have now marked two years as a provider of integrated services from the three legacy councils and maintained our focus on providing high quality services for our citizens and service users. Our staff have dedicated time to delivering, and working to improve, services across all of our varied service areas while operating in a challenging financial climate, with a need to focus on efficiencies. Nevertheless, this Plan demonstrates solid performance.

We are delighted with the achievements of Mid Ulster District Council in its second year of operation and believe that the Council has sufficient arrangements in place to secure ongoing improvements in the exercise of our functions.

Councillor Kim Wilson
Chair

Anthony Tohill
Chief Executive

INTRODUCTION

Annual Performance Report

This Performance Report is a statutory document, which looks at how well we did during the 2016/17 financial year, in delivering the objectives and priorities as outlined in our Corporate Improvement Plan 2016- 17 (available to view on our website). The report provides an overarching self- assessment of how Council has performed and delivered against our commitments, priorities and measures. Our work is scrutinised by the Northern Ireland Audit Office to ensure that we use public money effectively to deliver benefits to our communities (Annual Audit Reports are available to view on our website - Northern Ireland Audit Office Report). We have ensured that this annual report on progress presents a fair and balanced picture of performance for the year. The annual report on progress sets out:

- Highlights for 2016-17, **Section 1**
- Choosing and Consulting on Our Improvement Objectives, **Section 2**
- Activity undertaken during 2016-17 to achieve the Council Improvement Objectives, **Section 3**
- Status of statutory performance indicators and standards (“Set for Us indicators”) in current and previous year and benchmarking with other Councils where relevant, and Self-Imposed indicators (“Set By Us Indicators”), **Section 4**
- Overall Assessment for 2016-17, **Section 5**
- Have your Say, **Section 6**

Community Plan

Two years after the formation of the Council, a Mid Ulster Community Plan (available on our website), is now in place. This 10 year plan brings together over 40 organisations to work collectively to improve the lives of local people, setting out a vision for the region across five themes of: Economic growth, Infrastructure, Education and Skills, Health and Wellbeing and Vibrant and Safe Communities. Each theme identifies outcomes which reflect the needs and priorities of Mid Ulster, encompassing everything from a growing economy and healthy people to a sustainable environment and a skilled educated population.

Corporate Plan

In 2015, the Council published its Corporate Plan 2015 -2019 (available on our website), which sets out the priority actions for the council in coming years. Priorities have been set in the context of available resources and the significant challenges facing public services and four key themes had been agreed, namely - Delivering for Our People, Creating Growth, Sustaining Our Environment and Building Unity.

A review was undertaken this year at the mid-point of the Corporate Plan, recognising that the context in which local government functions change over time and that the flexibility to be able to adjust and revise its direction is essential. The existing Corporate Plan has been reviewed and an updated version has developed which identifies; how the existing Corporate Plan themes align with those of the Mid Ulster Community Plan, the Council’s achievements to date and the continuing new priorities.

Corporate Improvement Plan

Whilst we constantly strive to improve all our services, it is important for us to identify a small number of areas where we want to focus our attention in order to achieve improvements more quickly. These are our Improvement Objectives, set out in our Annual Corporate Improvement Plan. Each year the Council identifies, consults upon and publishes a set of improvement objectives which set out what we will do in the year ahead to deliver on our statutory duty to secure continuous improvement

Our corporate Improvement Plan outlines the Council's arrangements for embedding a culture of continuous improvement with a focus on Council activity which enhances the quality of life, and environment for ratepayers and communities. The 2016-17 Improvement Plan was based around the themes from the Corporate Plan and through which our strategic effectiveness framework is driven, the four themes are:

- Delivering for Our People
- Creating Growth
- Sustaining our Environment
- Building Unity

The Council's Improvement Plan for 2016-17 discharges the Council's duty under the Local Government (NI) Act 2014 to produce an Improvement Plan by having arrangements in place to secure improvement across the range of its functions. Also Councils should seek continuously to ensure that their improvement objectives remain relevant, that the best arrangements for delivering them are in place, and that they are able to demonstrate the impact on the outcomes for citizens. This Report, therefore looks back to assess how we performed against the priorities and objectives as set out in our 2016-17 Corporate Improvement Plan, as well as realising the outcome for residents.

1.0 HIGHLIGHTS DURING 2016 - 2017

This section highlights some of the improvements and achievements across a range of services, two years on from establishing the new Mid Ulster District Council in 2015.

1.1 Performance Activities in 2016-17

During Council's second year our key achievements in 2016 to 2017 are outlined and aligned to the four themes within our current Corporate Plan:

Corporate Plan Theme 1 – Delivering for Our People

Delivering for Our People remains at the heart of the Council's work, whether through the provision of our direct services or through work to influence the plans and service delivery of other organisations in the best interest of Mid Ulster and its people.

Key Achievements:

- Mid Ulster Planning Service is among the highest performing of the 11 new Councils
- Council has minimised its rates increase, holding rises in 2016-2017
- Council has reviewed and implemented revised grant support mechanisms for sports and other community organisations

- Council has been proactive in implementing measures to improve the health and well-being of employees.

Corporate Plan Theme 2 – Creating Growth

Creating the conditions for economic growth has been a strategic priority for Mid Ulster since its inception, from working to ensure business and employment opportunities and support for rural communities to regeneration of our towns and villages and optimising Mid Ulster’s tourism potential.

Key Achievements:

- New Arts and literary centre Seamus Heaney HomePlace opened in September 2016
- Local Development Plan reached its first milestone with the publication of a comprehensive Preferred Options Paper in late 2016
- New Tourism Strategy was launched in March 2017
- Mid Ulster Community Plan was agreed with partners
- Three multimillion pound public realm schemes have been successfully delivered in Cookstown, Dungannon and Magherafelt
- Town centre properties have benefitted from a £450K shop improvement scheme
- Rolling capital investment programme has been developed

Corporate Plan Theme 3 – Sustaining Our Environment

This theme recognises the importance of protecting, preserving and enhancing the environment, and the Council’s role as a custodian of the region.

Key Achievements:

- Mid Ulster remains at the top of the recycling table consistently recycling 50% of its waste each quarter
- Council’s new Tourism Strategy identifies the potential of the natural environment in Mid Ulster and sets out a plan to balance the need to protect the landscape with opportunities to increase visitor access
- Ballyronan Marina retained its Blue Flag status and both Dungannon Park and Maghera Walled garden were awarded green flags

Corporate Plan Theme 4 – Building Unity

This focuses on creating unity internally among the staff of the former 3 Councils and others who joined the new Council from Central Government (focuses on internal business requirements, processes and systems). The newly agreed Community Plan, work through Community Development, Arts & Culture and Leisure Services makes significant contributions to the creation of engaged, vibrant communities.

Key Achievements:

- Continued implementation of the new Council structure
- Completion of a review of operations, policy and procedures, systems of work of the Environment & Property Department
- Mid Ulster became a Living Wage Foundation employer
- Policies supporting the promotion and protection of Regional Minority Languages were agreed
- A performance management framework is embedded in the organisation

- Council's Equality Scheme was approved and its Good Relations Programme introduced

2.0 CHOOSING & CONSULTING ON OUR IMPROVEMENT OBJECTIVES 2016 - 2017

Setting improvement objectives is a requirement under the Local Government (NI) Act 2014 (the Act). It is important as a Council to review our progress and report improvements which have been achieved and where we aim to do better. Council defines improvement as, more than just quantifiable gains to secure output or efficiency, or the internal effectiveness of the organisation. Improvement means activity that enhances sustainable quality of life and environment for ratepayers and communities.

Improvement in Council also embraces the improvement aspects contained in the Act:

- Making progress towards the Councils Strategic Objectives i.e. **Strategic Effectiveness**
- Improving the **Quality of Services**
- Improving the **Availability of Services**
- Improving **Fairness** by reducing inequality in accessing or benefitting from services, or improving the social wellbeing of citizens and communities
- Exercising functions in ways that contribute to **Sustainable Development**
- Improving the **Efficiency** of service functions
- **Innovation** and change which contributes to any of the Councils objectives

2.1 Developing the Improvement Objectives: 2016-2017

The Council's Policy and Resources Committee oversaw the process by setting a timeline for developing the 2016-17 Improvement Objectives to ensure publication of its improvement plan as soon as reasonably practicable, in line with Department of the Environment Guidance. The process of developing the improvement objectives involved Senior Management Officers and Heads of Service, and 8 priorities for improvement emerged from our 28 priorities listed in our corporate plan and 67 additional activity areas were mentioned and grouped into 9 priority areas, these were subsequently considered by council's Senior Management and 3 Improvement Objectives emerged.

A consultation on the proposed objectives, with associated activities for the 12 month period from April 2016 was held from the 12th February to 11th March 2016. It consisted of a survey made available for completion/submission through the Council's website. It was also made available for download, completion and return to Council Offices in hard copy format.

This year under each improvement objective the Council asked whether respondents agreed or disagreed with it and if respondents disagreed they were given the opportunity to tell us why. The survey also asked if there were any improvement objectives, which respondents wished to be considered. The survey also provided for any other feedback on the proposed objectives. The improvement objectives consulted on were as follows:

1. **Consolidating and improving the delivery of services** – focusing on customer need, value for money, service improvement reviews, standardising services and providing quality customer experience
2. **Improving our management of waste** – finding sustainable alternatives to treat, process and recover energy, improving our recycling rates and continuing to divert waste to landfill
3. **Promote and assist in the growth of the economy** – encouraging and facilitating economic growth, sectoral diversification, employability opportunities, continued regeneration of towns and villages, enable infrastructure/connectivity and be a destination for tourism, culture and leisure activities.

The consultation was promoted via a variety of communication channels - social media, internal staff meetings, Council website and press releases in local press, resulting in 41 responses being made. The draft improvement objectives and performance indicators were considered by councillors at the Council's Policy & Resources committee in February 2016 and approved for public and staff consultation.

There was significant endorsement of the three proposed improvement objectives, together with additional commentary provided, the council then developed its 2016-17 Corporate Improvement Plan around them. When reviewed, the consultation commentary did not warrant the removal, amendment to or addition to the objectives proposed. The outcome of the consultation and report on the final improvement objectives and indicators were considered at the Council's April Policy & Resources Committee and confirmed by Council (refer to Table One – Councils' Improvement Objectives for 2016 – 2017). Our Services areas subsequently undertook the final development of their Service Improvement Plans containing, improvement objectives, actions, measures and projects which were taken through May committees and confirmed by Council.

Also contained within our Improvement plan for 2016/17 are seven statutory indicators and standards which are set for us by government departments for Planning Services, Economic Development and Waste Management. The Improvement Objectives for the period 2016 – 2017 was set as table one below:

Table One: Council's Improvement Objectives: 2016-2017

2016-17 Improvement Objective 1	<i>Consolidating and Improving the Delivery of Services</i>
2016-17 Improvement Objective 2	<i>Improving Our Management of Waste</i>
2016-17 Improvement Objective 3	<i>Promote & Assist in the Growth of the Economy</i>

3.0 OUR IMPROVEMENT OBJECTIVES 2016/17 - PROGRESS SUMMARY

Our Improvement Plan acts as a 'business plan' and is linked to the priorities in its Corporate Plan (2015-2019) through our Strategic Objectives. Under each of the three improvement objectives, the council has given a clear rationale as to why they have been chosen the objective, what has been carried out thus far in relation to the objectives, what Council's planned improvement activities are for the year (actions and measures), the outcomes citizens can expect from the completed activities (the difference they will make), while ensuring that of improvement aspects contained within the Act are embraced in the improvements, and how our improvements align with Council's strategic objectives (or our strategic effectiveness).

3.1 Summary of Activities & Work Streams to Deliver Improvement Activity

The following section reviews and gives a progress commentary under each of the 3 improvement objectives in tabular format. Table three outlines our first improvement objective for 2016-17 - Consolidating and Improving the Delivery of Service Improvement, table four outlines our second improvement objective - Improving Our Management of Waste and table five describes progress in relation to our third improvement objective, Promoting and Assisting in the Growth of the Economy.

The improvement objectives also have corroborating work streams configured within them. Highlighted within each of the improvement objectives, progress update tables include; the associated improvement activities/measures (53 in total across the three improvement objectives), also provided is a summary of what the council sought to achieve, how well the Council has performed, and an overview on the impact or outcomes for citizens.

The following performance progress update tables also set out and makes reference to the improvement aspects and corporate themes which align and link to the activities and work streams. In addition to the objectives and aligned improvement actions, the Council is using to measure its performance the Department for Communities (Previously the department of the Environment) has set performance measures (indicators and standards) for Council on which it annually reports. These were integrated within the improvement activities of the relevant Council service and are shown within this progress summary in the first column as “Activities/Measures” and are denoted throughout this report with a ①.

Where some actions have deviated from plan, there is an explanation and a narrative to explain the way forward in completing the activity (column 2 of the table). The achievement status of each is presented on the basis of, Fully Achieved, Substantially Achieved, Partially Achieved or Not Achieved as explained below in;
 Table Two – *Legend for evaluation of progress made on key actions and measures of achievement.*

Table Two: Legend for evaluation of progress made on for key actions and measures achievement

Evaluated As	Explanation
Fully Achieved	All actions and measures were achieved
Substantially Achieved	Actions and measures mostly achieved, one or two falling marginally short of planned targets
Partially Achieved	Some actions and measures were achieved
Not Achieved	Actions and measures were not achieved as planned.

3.1.1 Improvement Objective One 2016/17

Consolidating and Improving the Delivery of Services

Link to Corporate Plan: Delivering For Our People and Building Unity

Contribution to Improvement Aspects: - Strategic Effectiveness, Service Quality, Service Availability, Fairness, Sustainability, Efficiency and Innovation.

Description of Improvement Objective

The Council will work to develop and strengthen how its services are delivered to a standard that is expected by its customers by continuing to embed a culture of continuous improvement, to bring about changes to support improvements being made. This objective will deliver a series of actions on standardizing services. It will also contribute to how we do things through service improvement reviews, to ensure the delivery of customer centric value for money services. The Council will concentrate on five cross-cutting performance areas within this Corporate Improvement Objective.

Why have we chosen this Improvement Objective?

As a new local authority which has emerged from the winding up of three former councils this objective has been set to ensure Mid Ulster District Council's services are focused on:

- Customer need and are value for money for everyone who accesses and avails of them.
- The Council wants to ensure the same standard of service and customer experience is given throughout the district, irrespective of which part of the district it is accessed and provided from.

For more comprehensive definitions of the statutory indicators and standards/targets refer to table six page 32.

Table Three – Improvement Objective One Progress Update 2016– 2017 *Consolidating and Improving the Delivery of Services.*

Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved in the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
<i>Performance Area Work Stream : Maintaining and Enhancing Our Services</i>			
① 70% of all planning enforcement cases are progressed within 39 weeks of receipt of complaint.	The overall year 2016/2017 figure is 79.1% of cases progressed to target conclusion in 39 weeks. This meets and well exceeds the 70% target.	Planning enforcement cases concluded at a faster pace	Fully Achieved

Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
Support food premises with the transfer to the mandatory Food Hygiene Rating Scheme.	100% of all Mid Ulster District Council scoped food premises (target) have transferred to the mandatory food hygiene rating scheme within the project plan time allocated. Had set a target of 80% 'included' new premises (FH category A- E) to be inspected in line with the Food Hygiene Rating Scheme (FHRS) within 28 working days (of either the start-up date or the date the department becomes aware of the new premise being open).Target exceeded, 87% achieved by being able to inspect 108 out of 118 new Food Hygiene Rating Scheme (FHRS) included inspections completed within 28 days.	Food premises within the scope of the programme, in receipt of standard information and display their food hygiene rating to the public.	Fully Achieved
90% of Freedom of Information (FOI's) responded to within 20 days.	At year end 426 requests had been processed, of which 350 had been responded to within 20 days. 6 of the 426 requests had either been withdrawn or requesters had not responded to clarification sought within the stated time period bringing the number of actionable requests down to 420 over 2016-17 period. 70 requests were not responded to within 20 days. This has resulted in an end of year achievement of 83%	All requesters of FOI's receive a response within 20 days.	Not Achieved
90% of domestic applications responded to within 21 days maintained and or improved.	98% of applications had response times for domestic and non-domestic applications within the required time period for the last quarter of the financial year and a cumulative figure for 2016/17 of 90.25% of domestic applications responded to over the year.	Building Control Customers receive and efficient and responsive service in relation to domestic and non-domestic applications.	Fully Achieved

Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
<i>Performance Area Work Stream: - Supporting Representation for Our citizens</i>			
Review service provision and support for our Councillors and Conduct a Councillor survey on support and learning opportunities where 75% of members feel they are supported to undertake their role.	By 2016-17 and 1st Quarter of 2017-18 the Elected Member Development Steering Group had (i) agreed a policy statement; (ii) financial arrangements to support the work in 2017-18; (iii) an Elected Member Development policy; and (iv) commenced a survey in March 2017, completed in April 2017 and presented the findings. A response rate of 80% (32) was received from councillors and the information gleaned from this is being used to ascertain needs and assess satisfaction.	Support to elected members identified and implemented. Members supported to effectively represent communities they serve.	Fully Achieved
<i>Performance Area Work Stream : - Developing Medium to Long-Term Strategies for Our Communities</i>			
Develop a 3 Year Countryside Recreation Strategy (2017-2020) and action plan.	Draft strategy presented, progressing through Council approval process Countryside Access practitioner conducted sufficient investigations to complete the scheduled Public Right of Way (PRoW cases).	A countryside Recreation Strategy will provide clear focus and measureable progress on the development of Countryside Recreation and Access for District.	Full Achieved
Develop a Five Year (2017- 2022) Arts and Culture Plan for Mid Ulster region	A Draft Strategy has been completed. It is envisaged that the strategy will be in a position to take to Development committee for approval by Quarter 3 of 2017/18	Provides a five year clear direction of travel for Culture and Arts within the region.	Substantially Achieved
Develop a Ten Year Leisure Facility Strategy	The Leisure Facilities Strategy has been prepared and developed and post review by Director and CEX will go to October's Development Committee.	Use the Leisure Facilities Strategy to advise Council on the future delivery of facilities and services across the district.	Fully achieved
Develop Three Year Parks Strategy (2017-2020), and in place and undertake and complete three Park sites safety audits	Draft strategy presented, progressing through Council approval process. All scheduled safety audits completed Dungannon Park, Railway Park and Ballyronan Marina.	To inform delivery of Parks services across district and engender proactive Parks health and safety management/ maintenance is in place.	Fully Achieved

Improvement Plan 2016-17 Work Stream & activities/measures	What has been achieved in the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
<i>Performance Area Work Stream : - Developing Medium to Long-Term Strategies for Our Communities</i>			
Develop a Mid Ulster District Community Plan.	Community Plan agreed through and launched on 2 nd May 2017.	Greater integration and collaborative partnership working/delivery with statutory and non-statutory partners.	Fully Achieved
Develop a Three Year Mid Ulster District Peace Plan.	Peace Plan in place and ready to commence.	Increased peace and reconciliation activity across the District.	Fully Achieved
Increase and develop the Mid Ulster Tourism Information proposition through a 7.5 % increase of tourist information centre enquiries being processed, and an action plan for partnerships with private sector developed and 100 % of Visitor Centre Information staff trained in Tourist Northern Ireland Standards.	Collection stats for the end of Q4 2016/17 shows 91,089 tourism enquirers, which is a 14.91% increase on previous year and 2.18% over target. A partnership action plan was completed. In December work has commenced on the Digital Strategy and alongside the strategy the building of the B2B Communications Hub has also commenced. Met target 100% of all Visitor Centre Information staffed trained in Tourist Northern Ireland Standards.	Create integrated multi-channel communications platforms to allow the management & improvement of “Business to Business” (B2B) communications across the tourism industry. Frontline Visitor Information Officers will have skills/ competencies, which will in turn increase the attractiveness of Mid Ulster to potential visitors.	Fully Achieved
Undertake a community consultation on the Councils Preferred Options for the Local Development Plan.	Consultation with the community concluded on 27th January 2017. We are now analysing the outcome of the consultation exercise.	The community will have informed the council’s planning strategy and policies for managing physical development in Mid Ulster.	Fully Achieved
Review Mid Ulster Enforcement Strategy.	A paper reviewing the Enforcement Strategy was presented to the Planning Committee on 1st November 2016 and the review was agreed. The Enforcement Strategy remains as was adopted in January 2016.	Council operates a planning enforcement strategy that ensures a quality service.	Fully Achieved

Improvement Plan 2016-17 Work Stream & activities/measures	What has been achieved in the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
<i>Performance Area Work Stream: - E-enabling Our Services (Digital First)</i>			
<p>Web and social media channels agreed and in place, with daily and weekly content planning in place and monitored and specific engagement targets to be established.</p>	<p>Content planning for social and digital channels continues to be integrated into daily work plans and more formal action planning. Responsibility for management of facility-based channels sits with facilities.</p> <p>Staff concentrating on the Council's Twitter page, Seamus Heaney HomePlace (SHHP) Twitter & Facebook and 3 town destination pages.</p> <p>Engagement targets were introduced for Council and SHHP twitter accounts in Q4 (from 1 Feb 2017), focussing on building tweet impressions (over 100K per month for SHHP, over 50K per month for Council; Over 200 new followers for SHHP per month, over 80 new followers per month for Council). Digital convergence complete. Social media content planning now established as a routine element of the service's work.</p> <p>Targets established for key twitter channels with on-going monitoring. Facility-managed channels are monitored and staff with admin access are being trained and advised on an on-going basis in best practice and assisted with content planning.</p>	<p>The Council's digital presence is co-ordinated and supporting key corporate, departmental and service specific communication requirements.</p>	<p>Fully Achieved</p>

Improvement Plan 2016-17 Work Stream & activities/measures	What has been achieved in the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
New E-tendering operational software package procured and implemented and an E-tendering learning and development programme developed where 100% of relevant staff attend training sessions.	E-TendersNI procured for free via Central Procurement Directorate and implemented with regard to tenders over £30k. Training needs identified for both procurement staff and suppliers wishing to deal with MUDC. 3 bespoke workshops delivered which were open to all suppliers to attend and a series of training events provided for all relevant procurement staff. All tender exercises from the 1 April have been advertised on e-TendersNI or other e-tendering platforms	Standardise process of tendering which will attain value for money by less manual advertisement, efficiencies generated by electronic process, improved contract management and relevant staff have knowledge and skills required to deliver improved reporting functionality/ management information.	Fully Achieved
Explore potential for on-line applications for grants for Community Financial Assistance Programmes	Grant online provider procured along with ICT and implemented	Increased on-line opportunities available for community groups to access grants	Fully Achieved
Enhance Council's On-line Business Directory now available for businesses to upload details and be used as a communication tool for businesses to regularly promote opportunities and disseminate information from key partners.	Online Business Directory functional from July 2016. Following a mail out to businesses a promotional photo call involving the Council Chair was also undertaken in late July 2016 to promote this initiative, which generated over 1,050 registrations. A further mail to businesses who had not signed up was undertaken on 28 Nov 2016 resulting in a further 245 businesses signing up. A total of 1,500 Mid Ulster businesses have now signed up to the Directory and those currently registered are engaging with Council to keep their data up to date.	Directory used as key communication tool with minimum of 1,000 Mid Ulster businesses.	Fully Achieved

Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
Explore provision of 2 accessible on-line self-service facilities for Building Notices and Regularisation Certificates in place.	The on-line facilities are now available for making on-line applications for Building Notices and Regularisation Certificates	Move to a self-service business model, where applicants are capable of accessing on-line facilities "24/7 always on, anytime, anywhere" to drive a better customer experience by expanding how customers can engage and transact with the Council.	Fully Achieved
Performance Area Work Stream: - Strengthening Our Business Processes			
Completion of two further Economic Development Project Governance Frameworks.	The Governance Framework document has been completed. From 1 April 2017, it is planned to use the Governance Framework as a 'live pilot framework' and this will be rolled out across the Economic Development Section to test the practical application of its procedures during the 2017/18 finance year. During the pilot year, feedback any issues which arise in applying the governance framework should contribute towards improving service delivery.	Governance processes established in the economic development section to ensure consistency of approach.	Fully Achieved
Develop a Disaster Recovery and Business Continuity Plan with identified stakeholders attending Disaster Recovery & Business Continuity briefing sessions.	Complete Disaster Recovery plan and Business continuity plan for Council	Formal assurance that an up-to-date Council Disaster Recovery and Business Continuity, relevant stakeholders are fully aware/conversant with Council's Disaster Recovery & Business Continuity; and current tests undertaken for Tier One applications, with all relevant refinements arising from tests identified and addressed.	Fully Achieved

Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
Develop and implement three new Information Communication Technology (ICT) policies, available on Council intranet and all relevant staff complete associated training.	3 ICT policies adopted and associated training completed.	Clear Standard of ICT service provision/ requirements developed and staff have knowledge and skills to adhere to policies.	Fully achieved
Undertake an options appraisal for the future management of Greenvale Leisure Centre.	<p>Greenvale Leisure Centre is now under operational control of Mid Ulster District Council in a transfer that has been described as 'smooth'.</p> <p>The Magherafelt centre, which had been managed by Pulse Fitness since September 2012, reverted to the Council on 10 September, with close to 90 staff transferring across to the Council, after the handover.</p>	Clarity on project scope & options Appraisal to inform recommendations to Council on the future delivery of the Greenvale Management Contract.	Fully Achieved
Produce a document to explain how planning works for members of the public and. DOE and Full Council agree the Protocol and Scheme of Delegation.	Customer document on how planning works is now complete and has been published.	Members of the public are provided with a clear indication of the role and responsibilities of the Council's Planning Department.	Fully achieved
Procure a "value for money" print management service which will contribute to Council efficiencies and effectiveness.	Completed and awarded.	An appropriate service in operation in order to consolidate and rationalise the printing environment, while optimising sourcing and supply chains.	Fully Achieved

Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
Implementation of electronic ordering across Council	<p>Completion date for finalisation of roll-out is 31/12/17. Update re e-ordering. Supplier has completed the configuration of the e-ordering module to meet Council's requirements by end of Q1 17/18. The e-ordering module has been running on the test environment and comprehensive testing has been carried out by the procurement team during July and August 2017. Training manuals and documentation have been completed by supplier and reviewed by the procurement team by end of week 1 in September. Meeting has been scheduled 21/22 September with Director of Leisure and Outdoor Recreation to agree going live time-table for dept as lead pilot.</p>	<p>Delivering measureable efficiencies including: improved efficiency in service departments' ordering process, as orders will be able to be raised and authorised electronically, invoice clearance times, number of invoice queries, and the number of incorrectly raised purchase orders.</p>	Not Achieved
Develop and pilot an e-enabled system which standardises the Building Control inspection fee invoicing process.	<p>Procedures for dealing with (i) Building control invoices via integration in place for all invoices raised from 1 April onwards and (ii) Building control receipts re invoices raised from 1 April onwards. All</p>	<p>Alignment will remove duplication of administration time and improve controls over inspection fees invoice generation & controls.</p>	Fully Achieved

	testing completed in test environment. Integration interface now live and fully operational in both. Relevant staff trained New MUDC debt management policy in place and communicated		
Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
Service roll out of an Environmental Health Regulatory Management cloud based software platform/system	Regulatory and Information management systems (RIAMS) notifications completed for staff. Training and updates by Riams team at staff meetings and information sharing at joint staff event.	Environmental Health staff will have access (e-enabled) to information required to deliver on service objectives, improve consistency across core functions and improve links of information flows between onsite and back office at point of access for customers.	Fully Achieved
Implement a Legal Services Case Management System.	Management System has been installed, is fully operational and users have received training in the system. Further progression is being targeted to ensure users operate out of the CMS software for the vast majority of work.	Standardisation of legal services across the Council, increase efficiency of the provision of legal Documentation and improve how we manage the service.	Fully Achieved
To procure and implement an Asset Management Strategy and Building Maintenance system	Supplier appointed to develop and build the system in February 2017 and the project initiation meeting held on 07/03/17 with internal Council users. System structure in place and tested. However further development and refinement is required before release to wider Council Services for operational use.	A full schedule of Council ownership records, property maps and building layouts and measurable progress against maintenance schedule.	Substantially Achieved

	The system is complete, however roll to other services is pending a temporary resource from Human Resources.		
Integrate financial practices, with Finance Section, on Income Generation and Debt Collection	Two Council suppliers have completed all testing. All Building Control inspection fees are now being processed electronically through the new process.	Integration will deliver improved financial processes and debt control; alignment will reduce administration duplication and improve controls	Fully Achieved
Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
Develop paper and action plan to integrate HR & Payroll systems.	Specification for new system to include HR Payroll & Time and Attendance/expenses (mileage etc.) integrated system (with self-service that is front facing - primary interface with staff) now completed which has taken into consideration options available, this had been a joint research effort with North Down & Ards Council. Project Plan developed awaiting sign off), specification along with associated plan to go through procurement process	Potential for efficiencies to be gained and minimising exposure to liabilities through systems integration.	Substantially Achieved

3.1.2 Improvement Objective Two 2016-17

Improving Our Management of Waste

Links to Corporate Plan: Sustaining Our Environment

Contribution to Improvement Aspects: - Strategic Effectiveness, Service Quality, Service Availability, Fairness, Sustainability, Efficiency and Innovation

Description of Improvement Objective

The management of waste accounts for a significant proportion of our budgetary expenditure. Although the Council's household recycling rate of 52.12% for the first quarter of 2015/16 of local authority Collected Municipal Waste has exceeded the current Government target of 50% target by 2020, this may however be increased to 65% by 2030, 25% recovery and 10% landfill again by 2030.

This objective will focus on how council will continue to divert waste from landfill by increased activity in the area of recycling. The Council will concentrate on two cross cutting performance areas to improve our management of waste.

Why have we chosen this Improvement Objective?

Reducing our dependency on landfilling waste is an essential part of controlling the release of greenhouse gases into the atmosphere and helps protect the natural environment from pollution. In order to do this Council will:

- Find alternatives to treat, process and recover energy from waste
- Improve its recycling rates to reduce dependency on raw materials.

Waste growth and waste production per person are useful indicators of economic activity but ones which increase the pressure on Councils to manage waste within existing resources. For more comprehensive definitions of the statutory indicators and standards/targets refer to table six page 32

Table Four – Improvement Objective Two Progress Update 2016 - 17 – Improving Our Management of Waste.

Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
<i>Performance Area Work Stream: - Ensuring Compliance with Regulatory Standards.</i>			
① The amount (Tonnage) of BLACMW sent to landfill	Cumulative position of 73.38% or 14,846 tonnes;	Statutory Targets met in reduction of Biodegradable Local Authority Municipal waste – (BLACMW) sent to landfill	Fully Achieved

① The % of Household Waste Recycled	Target was no more than 21,330 tonnes. Cumulative position of 51.62% or 38,240 tonnes; 50% target met (51.62% rate achieved); Used less than 75% of NILAS allocation for 2016/17 i.e. 14,846 tonnes out of a possible 20,231 tonnes of BLACMW	Statutory targets met - Increase the amount of household waste recycled and or composted	Fully Achieved
① The amount (Tonnage) of Local Authority Collected Municipal Waste Arisings	Total of 83,132 tonnes (7% increase in municipal waste arisings from 2015/16)	Statutory targets met to restrict amount of household waste landfilled as a % of total annual household waste arisings to under 40%.	Fully Achieved
Performance Area Work Stream: -. Develop Innovative Practices to Meet Waste Needs			
Successful delivery of landfill gas infrastructure capital works at Ballymacombs landfill site	Contract/works commenced on site 23rd May. Value of contract awarded £363,853. Contract/works completed (7 weeks) ahead of schedule and £36k under contract sum	New landfill gas management system in place	Fully Achieved
Oversee the design of new waste transfer station at Drumcoo and the acquisition of planning approval at the facility	WDR & RT Taggart appointed as consultants on 6th June. Project start up meeting held on 27th June. Site ground investigations (required to inform design and planning application) carried out week commencing 12th September. Planning application submitted on 9th December. Approval delayed due to TNI road access and NIEA natural habitat issues. Planning approval granted at Mid Ulster Council Planning Committee on 4th July 17	Waste transfer station plans to be in place to ensure to permit efficient collection and onward transportation for sorting	Fully Achieved

<p>Progress refuse collection route optimisation project within the former Magherafelt district boundary/ catchment area</p>	<p>Contract/order for 2016/17 placed with ISL Ltd on 5th July 2016. Project initiation meeting held on 19th September 2016. Project meeting No. 2 held on 19th October. Project meeting No. 3 held on 12th January 2017. Project meeting No.4 held on 22nd March. New routes for trade customers, schools and assisted collections implemented in April 2017.</p>	<p>New refuse collection routes designed and ready for implementation</p>	<p>Fully Achieved</p>
<p>Review and pilot a Sustainability Framework for Council</p>	<p>Meetings held in Q3 with all relevant departments and briefing information held with HOS's in Q4. The sustainable framework to draft document stage have been progressed and presented to Director for SMT approval in line with revised timetable of March 17 with roll out of programme to commence in Q1 of 17/18. No pilot review considered necessary as originally forecast.</p>	<p>Facilitate transition to proactive and structured approach to sustainable development</p>	<p>Substantially achieved</p>

3.1.3 Improvement Objective Three

Promote and Assist in the Growth of the Economy

Links to Corporate Plan: Creating Growth and Sustaining Our Environment

Contribution to Improvement Aspects: - Strategic Effectiveness, Service Availability, Fairness, Sustainability, Efficiency and Innovation

Description of Improvement Objective

This objective focuses on the delivery of the council's Economic Development Plan, [Our Plan for Growth](#) (available on our website) and other plans around tourism and culture within Mid Ulster District to:

- Enable economic growth and sectoral diversification.
- Enable employability and skills base.
- Enable town and village regeneration.
- Enable infrastructure and connectivity.
- Be a destination for tourism, culture and leisure activities to maximize employment and spend in the district.
- Deliver a series of physical and regeneration projects.

Mid Ulster is the most entrepreneurial region in Northern Ireland in terms of business start-ups, we have 7,915 businesses, the largest business base outside Belfast and represents 12.9% of the regional value, as well as having the second lowest unemployment rate. The Council will concentrate on three cross-cutting performance areas in relation to promoting and assisting the economy.

Why have we chosen this Improvement Objective?

Supporting economic development and capitalising on investment opportunities is a priority within the Council's Corporate Plan. As a strategically located region the objective of the Council, and indeed this improvement objective, is to:

- Encourage and facilitate economic growth, sectoral diversification, employability opportunities and the continued regeneration of its towns and villages
- Improve the infrastructure and connectivity throughout Mid Ulster
- Place the promotion and growth of the economic vibrancy of Mid Ulster at the heart of its improvement activity

For definitions of the statutory indicators and standards/targets refer to table six page 32

Table Five – Improvement Objective Three Progress Update 2016 - 17 – Promote and Assist in the Growth of the Economy.

Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
Performance Area Work Stream: - Establishing Long-term Economic Prospects for Mid Ulster			
Develop a 10 Year Car Park Strategy and associated action plan for Mid Ulster District Council (2016 – 2026).	The objective is complete. The draft Car Park Strategy and Action Plan was presented to Committee in July 2017 and approval given to proceed to a period of 12 week public consultation.	Clear Strategy to agree an alternative Car Park delivery model	Fully Achieved
Deliver the Mid Ulster District Council Capital programme	Of the 16/17 Capital Projects that have been noted for completion in year: Projects Completed (7) 44% Projects on Track (3) 19%. Projects risk over-run (5) 31% (due to delay in funding application / Capital Project confirmation). Projects cancelled / changed (1) 6% Additional Projects added to programme (7) with 1 programme completed	Completed capital programme projects will enhance the infrastructure image of the district and provide for Council Service delivery	Substantially Achieved
Develop and implement a strategy for dealing with Major Planning Applications and ① Major Planning Applications are processed within an average of 30 weeks.	Actual for 2016/17 is 73.6 weeks New start staff in place. Performance on Major application (based on figures for Q3) show a slip in previous Quarters. The Major applications monthly group meeting has begun to see decisions being made on legacy applications, this will	Planning Department deal with Major Planning applications faster and Continue to develop and engender an effective planning system	Not Achieved

	result in lower performance processing times as older applications are determined. A Protocol for Major applications was agreed with the Planning Committee in March and is now on the Councils Website. it is anticipated that this will assist with Major applications processing times for new Major applications		
Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievements
<i>Performance Area Work Stream: -. Strengthening Business & Employment Opportunities in the District</i>			
Develop an Options paper for Undertaking Apprenticeship Programmes within Council	Initial draft paper now developed for Feb meeting SMT, additional research was then asked for (this is dependent on following - see below in relation to the Northern Ireland Executive Restoration). Meeting was held In April with Central Government Civil Servants from the Department of the Economy. Due to the Assembly not meeting further clarity regarding funding opportunities will be clearer post a restoration of Local Executive i.e. information regarding funding opportunities	Maximising opportunities for development by helping address educational, skills gaps in district.	Partially Achieved
Progress 10 initiatives from Council's Strategies	(1) Business Development Programme, (2)	Range of key initiatives progressed, driving economic growth and development, town centre and rural	Fully Achieved

<p>(Economic Development Plan, Town Centre Action Plan, Rural Development Plan and Blackwater Regeneration Strategy) to include:</p> <p>(1) Business Development Programme (2) Tender Programme, (3) Online Programme, (4) Social Enterprise Programme, (5) Shop Improvement Scheme, (6) Two Regeneration Projects, (7) Town Centre Events Programme, (8) Rural Business Investment Scheme, (9) Rural Services Scheme, (10) Village Environmental Imp. Schemes.</p>	<p>Tender Programme, (3) Online Programme, (4) Social Enterprise Programme - 4 Programmes delivered to 60 businesses and 14 social enterprises, resulting in the creation of 43 new jobs, and an overall economic impact of a minimum of £4million (value of new jobs, turnover increases, new work won and investment levered).</p> <p>(5) Shop Improvement Scheme. - 102 shops benefitted and works were completed in February 2017. Amount of funding was £434,034.14. Total projects costs £1,042,531.87. There were 6 jobs created.(6) Two Regeneration Projects – Public realm works were completed in Dungannon ,Magherafelt and Cookstown during this year (7) Town Centre Events Programme – Delivery of a total of 14 events across 5 towns (Cookstown, Dungannon, Magherafelt, Maghera and Coalisland). Appx. 71,000 people attended these events. (8) Rural Business Investment Scheme - 29 businesses have been approved for supported; Total grant aid committed to date</p>	<p>regeneration and cross border development.</p>	
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	<p>is £598,000; 12 projects completed to date with grant drawdown of £300,000; 2nd call under the RBIS Rural Growth Scheme (engineering /manufacturing) underway with 67 businesses to be invited to make an application. (9) Rural Services Scheme - 18 groups have been approved for technical assistance for project development support; Total grant aid committed to date is £71,000; All 18 technical assistance projects have completed; 1st call for capital support under the Rural Services Scheme has opened – up to 18 application are expected. (10) Village Environmental Improvement Schemes - A professional led design consultancy team has been appointed to commence design schemes for the various projects. Council will be submitting funding applications to the LAG on a rolling basis over the next 18-24 months under this scheme.</p>		
Two new Strategic Alliances with partner organisations	1) Strategic meeting was organised by MUDC with Telecom Providers BT to	New opportunities to explore potential to access funding for Mid Ulster projects.	Fully Achieved

<p>to pursue funding opportunities</p>	<p>explore collaborative working arrangements to address the problems with broadband deficiencies in the Mid Ulster area. BT are developing draft models on how both parties could work in partnership with each other. 2) Strategic engagement with South West College during 2016/17 has resulted in the development of a Renewable Engine Programme. Mid Ulster Council has been invited to become an Associate Partner on the 4.5 year project which is a partnership led by the South West College involving IT Sligo, Queen's University, the University of Strathclyde, Manufacturing NI, Action Renewables and Council.-bring cross-border research centres together across the disciplines of advanced manufacturing and renewable energy to support innovation in local firms in the production of products for the renewable energy sector. The Council will act as an Associate Project Partner, as the area it represents is the most entrepreneurial region in NI & has the largest concentration</p>		
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	of businesses outside of Belfast, and is a global leader in the engineering/materials handling sector		
① 390 new businesses supported by the Council through Business Start Programme (210 jobs promoted through Business Start Up Activity).	Cumulatively to 31 March 2017, 339 Plans will have been completed, supporting the promotion of 256 jobs (against the Council's Annual Statutory Target of 210 jobs).	Increase employment, attract investment to district and support businesses.	Fully Achieved
① Local planning applications are processed within an average of 15 weeks.	Actual for 2016/17 - 14.4 weeks Target met. Officers are continuing to focus attention on processing deadlines for local applications.	Planning Department deal with Local Planning applications faster	Fully Achieved
Improvement Plan 2016.17. Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Evaluation of progress made
<i>Performance Area Work Stream - Maximising our Tourist and Visitor Potential</i>			
Completion of Seamus Heaney HomePlace Facility in Bellaghy, with a programme of activity confirmed and being delivered, the facility is operational	Seamus Heaney HomePlace opened. Visitor footfall target of 17.5 K by Q4 2017 has been surpassed, 27,000	Optimising the tourism and cultural potential for Mid Ulster by: generating visitor spend, increasing performance and exhibition space, and developing and delivering an annual programme of cultural and arts activities for the community	Fully Achieved
Develop Seamus Heaney HomePlace Tactical Marketing and Communications Plan	Resources continued to be applied to on-going marketing and communications support activities for HomePlace, with a particular focus on its social media channels and the development of an advertising schedule for the close of Q4 through to end of 2017 calendar year.	Seamus Heaney HomePlace is positioned as an important cultural centre nationally and internationally and is successfully opened	Fully Achieved

<p>100% of all MUDC Leisure Services' facilities will have working Marketing Action Plans</p>	<p>Ongoing roll out of action plans took place in Q4. A draft leisure identity system was also progressed and support for social media channels also continued.</p>	<p>Measureable progress against Leisure facilities service objectives demonstrated</p>	<p>Fully Achieved</p>
<p>To establish and develop a tourism industry forum - 25/30 new business sign ups</p>	<p>The Tourism Development Group has meet on four occasions and is formally established with work plans presented. Initially 31 businesses signed up to join the Tourism Development Group. We have now other businesses that have agreed to sit on the Cluster groups which sees 51 businesses signed up the work within the Tourism Development Group. The Tourism Development Group are working with the developers of the B2B platform to ensure the industry needs are achieved and Tourism Development Group Industry Clusters being established further work has been carried out with NISRA to further assist the accuracy of the tourism stats</p>	<p>Offer an integrated multi-channel communications platforms that will improve and enhance Business to Business (B2B) and business to customer communications across the Mid Ulster tourism industry</p>	<p>Fully Achieved</p>

Improvement Plan 2016-17 Work stream & activities/measures	What has been achieved In the Improvement Plan	What are the outcomes for citizens (differences it has made)	Achievement
Increase the visitor number and tourism spend available within the Mid Ulster District and hold a series of Networking Events	Figures released in September 17 indicate that visitor numbers dropped to 156,000 in 2015 and have now increased to 179,000 in 2016 (4% of ON trips in NI). Visitor spend dropped to £22 m in 2015 and has now risen in 2016 (now 4% of NI spend, up from 3.6% in 2014).	1,500 additional bed nights - Economic Value of £64,500 and deliver 3 Tourism business engagement/networking events	Fully Achieved
Develop a three year Operational Clean Neighbourhood Programme	Cross departmental meetings took place with other MUDC departments in order to set agreed specific, measureable, accurate, realistic and time bound (SMART) objectives. A committee paper outlining the 3 year Clean Neighbourhood Programme was presented and agreed in March 2017.	Community environmental responsibility promoted	Fully Achieved

4.0 STATUTORY PERFORMANCE INDICATORS AND STANDARDS - SET FOR US

4.1 Planning, Economic Development and Waste Management Statutory Indicators/Standards Summary and Benchmarking.

Seven statutory indicators and standards were set by the Department of Communities (Previously Department of the Environment) for Planning Services; Economic Development and Waste Management. Standards were monitored on regular basis by Council throughout 2016-17. Reports were presented to Senior Managers and formally presented to members every six months through the council's Policy and Resources committee.

The Local Government *Performance Indicators and Standards) Order (NI) 2016* specifies the performance indicators and standards for Mid Ulster District Council, (as outlined in the table six below); also included

is an update on how the Council performed in year. Table six also includes comparison information in relation to Council's performance against the statutory performance indicators/standards in 2015- 2016 and where relevant comparisons (benchmarking) with other Councils on the progress made against each indicator for 2016-2017.

Table Six: Statutory Performance Indicators and Standards for 2016/17 compared with 2015/16.

Ref	Statutory Indicator	Standard to be met (annually)	2015/16 (Actual)	2016/17 (Actual)	Comments	Evaluation of Progress made 16/17 & Comparisons with NI Councils (where applicable)
ED1	<p>The number of jobs promoted through business start-up activity.</p> <p><i>(Business start-up ,means the delivery of completed client led business plans under the Department for the Economy Regional Start Initiative or its successor programmes)</i></p>	210	250 jobs	256 jobs	256 jobs have been promoted through the delivery of business start-up support in Mid Ulster. This contributes towards 122% of the target (256) being achieved by 31 March 2017. Programme performed well in Mid Ulster; exceeding its targets. This Programme was managed by Invest NI until October 2016; from Nov 2016 each Council has been delivering a programme for its own area until the new NI Business Start Programme is in place (mid-2017).	<p>Fully Achieved</p> <p>Each Council has been set their own target figures for number of jobs promoted with an average performance of 208 jobs.</p>
P1	<p>The average processing time of major planning applications.</p> <p><i>[An application in the category of major development within the meaning of Planning(Development Management regulations (NI) 2015(a)]</i></p>	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks.	52.3 weeks	73.6 weeks	The Major applications monthly group meeting has begun to see decisions being made on legacy applications, this will initially result in a worse performance processing times as older applications are determined. Continued focus on Major applications at monthly group meetings. Protocol for Major applications now in place and published outlines the responsibilities of all parties in speedier decisions on Major applications.	<p>Not Achieved</p> <p>Sectoral performance has ranged across the Councils; from 304.8 weeks to 69.6 weeks, where the Northern Ireland average rate is 68.6 weeks.</p>

Ref	Statutory Indicator	Standard to be met (annually)	2015/16 (Actual)	2016/17 (Actual)	Comments	Evaluation of Progress made 16/17 & Comparisons with NI Councils (where applicable)
P2	<p>The average processing time of local planning applications.</p> <p><i>[Local applications means an application in the category of local development within the meaning of the Planning [Development Management] Regulations (NI) 2015, and any other applications for approval or consent under the Planning act (NI) 2011 (or any orders or regulations made under the Act)]</i></p>	Local applications processed from date valid to decision or withdrawn within an average of 15 weeks.	15.2 weeks	14.14 weeks	Performance continues to improve above target of 15 weeks which reflects the contribution of additional staff and greater focus on target processing times within the scheme of delegation.	<p>Fully achieved</p> <p>Five out of the 11 Councils met the target of 15 weeks, and performance ranged across the sector from 23 weeks to 9 weeks.</p>
P3	<p>The percentage of planning enforcement case processed within 39 weeks</p> <p><i>[Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (NI) 2011 (or under and orders or regulations made under the Act)]</i></p>	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint.	79% in 39 weeks	79.1% in 39 weeks	The overall year 2016/2017 figure is 79.1% of cases progressed to target conclusion in 39 weeks. This meets and well exceeds the 70% target.	<p>Fully Achieved</p> <p>Across Northern Ireland average was 80.7% of cases progressed to target conclusion within 39 weeks. Through the Councils performance ranged from 56.1% to 94.3% of cases concluded within 39 weeks.</p>

Ref	Statutory Indicator	Standard to be met (annually)	2015/16 (Actual)	2016/17 (Actual)	Comments	Evaluation of Progress made 16/17 & Comparisons with NI Councils (where applicable)
W1	<p>The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse)</p> <p><i>[Household waste is as defined in Article 2 of the Waste and Contaminated Land (NI) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (NI) 2013 (b)]</i></p>	NI Landfill Allowance Scheme (50% by 2020)	49.7%	51.6%	50% target met (51.6% rate achieved) or 38,240 tonnes	<p>Fully Achieved</p> <p>All councils are working to achieve a national 50% recycling (including waste prepared for reuse) rate by 2020. Mid Ulster District Council is the top performing, where 51.6% rate achieved compared to the lowest performing Council's rate of 39.3% and where the Northern Ireland average rate was 44.4%.</p>
W2	<p>The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled</p> <p><i>[Local Authority collected Municipal Waste is as defined in section 21 of the Waste Emissions Trading Act 2003 (c)]</i></p>	NI Landfill Allowance Scheme (21,330 tonnes)	72.8% or (15,530 tonnes)	73.38% (14,846 tonnes)	Used less than 75% of NILAS allocation for 2016/17 i.e. 14,846 tonnes out of a possible 20,231 tonnes of BLACMW	<p>Fully Achieved</p> <p>Comparative data not available as target is specific to Mid Ulster District Council (i.e. each Council is given specific target by NIEA)</p>
W3	<p>The amount (tonnage) of Local authority Collected Municipal Waste arisings</p> <p><i>[Local Authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district council]</i></p>	In line with NILAS targets (Northern Ireland Landfill Allowance Scheme).	77,562 tonnes	83,132 tonnes	Total of 83,132 tonnes (7% increase in municipal waste arisings from 2015/16)	<p>Fully Achieved</p> <p>Comparative data not available as target is specific to Mid Ulster District Council (i.e. each Council is given specific target by NIEA)</p>

4.2 “Set By Us” Indicators

Council is required statutorily to compare its performance for the 2016/17 year to that of previous years, however, this can only be undertaken in respect of the 2015/16 year which was the first year in which the newly established Council operated (refer to table six – columns 5 and 6). Legislation also requires Council, so far as reasonably practicable, to report their performance against other councils in the exercise of the same or similar functions. Without an agreed overarching Northern Ireland Local Government Performance Management framework this has not been possible in 2016/17.

During 2016/17, Council in the absence of an agreed region wide performance management framework, decided to concentrate on ensuring the data quality of three of its proposed “set by us” or “self-imposed” performance indicators; namely:

1. Prompt Payments
2. Freedom of Information Requests (FOI) Responded to within 20 days
3. Percentage lost time rate (sickness absence)

Performance measures including Freedom of Information Requests, Prompt Payments and Absence Information is used every day across the Council to help inform management decisions, plan services, benchmark performance and cost, and inform target setting. Much work has already been undertaken to encourage data quality in 2015/16 however it was realised in 2016/17 that much more needed to be done to realise improvement. To be effective it is important that the data, which underlies absence performance information, FOI requests and prompt payments is robust and reliable. Performance data must be of a high standard in terms of accuracy, reliability, validity, relevance, timeliness and completeness.

In working to improve data quality we are also aware of the need to achieve a balance between the cost of collecting and collating data into useable performance information and the benefits to be derived from using the information. The risk of not addressing data quality is inaccurate and misleading information. The consequence of using inaccurate or misleading information is flawed decision-making, wasted resources and potential non-compliance or regulatory pressures. Much good work has been completed in 2016/17 ensuring that the three proposed “set by us” indicators data quality is fit for purpose.

5.0 2016-2017 Assessment

5.1 Overall Assessment for 2016-17

Significant progress was made in 2016-17 to not only make arrangements to secure continuous improvement in the exercise of council’s functions as required by the Act but activities and associated programmes of work have also been completed to deliver improvements on how services are accessed and delivered throughout the district.

Arrangements to secure continuous improvement have been made and become embedded within council internal processes. Achievements have been made across council service areas with the delivery of activities stemming from the council’s 2016-17 Improvement Objectives - *Consolidating and Improving the Delivery of Services, Improving our Management of Waste and Promote & Assist in the Growth of the Economy* – for the benefit of those receiving its services. All work streams and activities, which have contributed towards the fulfilment of the council’s 2016-17 Improvement Objectives, have been achieved to varying levels of progress with the majority (92%) being Fully Achieved/Substantially Achieved.

The Council has also excelled in the delivery of its Statutory Performance Indicators during its second year as a new local authority for the benefit of Mid Ulster District. The Council has promoted 256 jobs going above its target of 210, is one of the top performing councils in the management its waste against targets set and continues to establish the Planning function within the district for customers, making significant achievements on targets set for it.

6.0 HAVE YOUR SAY

6.1 We welcome your comments or suggestions at any time of year

Mid Ulster District Council is committed to improving its services and is keen to hear from the community on what it has to say. We welcome your comments or suggestions at any time of the year. There are a number of ways in which to influence Council decision making.

You can get involved and participate in consultations being conducted by, or on behalf of the Council. Meetings of the Council and its Committees are open to the public, with the exception of those times when sensitive or confidential issues need to be discussed.

If you have any comments, would like any further information, or would like a copy of this plan in an alternative format please contact

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