# Mid Ulster District Council

# Corporate Performance Improvement Plan (PIP)

# 2022 -2023

# May 2022

## Contents

| **Section Number** | **Content** | **Page Number** |
| --- | --- | --- |
|  | **Foreword** | 4 |
| 1.0 | **Introduction** | 6 |
|  | Introduction | 6 |
| 2.0 | **Developing Our Improvement Plan Objectives** | 6 |
|  | Setting Our Improvement Objectives | 8 |
|  | Consultation | 8 |
|  | What the Consultation told us | 8 |
| 3.0 | **Duty to Improve & Council’s Performance Framework** | 9 |
|  | Duty to Improve | 9 |
|  | Community Plan, Corporate Plan & Council’s Performance Management Framework | 10 |
|  | Improvement, Corporate Values, Service and Individual Planning | 11 |
|  | Statutory Indicators | 12 |
|  | Corporate Indicators | 12 |
| 4.0 | **Delivery & Scrutiny of Our Improvement Objectives** | 13 |
|  | Managing and Reporting Improvement | 13 |
|  | Audit, Inspection and Regulation | 14 |
| 5.0 | **Improvement Objectives** | 15 |
|  | Mid Ulster District Council will seek to reduce the environmental impacts of our own activities and will contribute to the improvement of the wider environment through local action | 15 |
|  | We will ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them | 23 |
|  | To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment | 27 |
|  | We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people | 32 |
|  | Appendix One – Statutory Performance Indicators and Standards | 38 |
|  | Appendix Two – Mid Ulster District Council’s Corporate Indicators | 41 |

## Foreword

Each year we are required to develop a Performance Improvement Plan (PIP) to show our commitment to continuously improving service delivery. This is the second year of our two year plan and progress has been made in key areas despite the continuing impact of the COVID-19 pandemic. The plan has been refreshed for April 2022 onwards and a variety of services, activities and measures are planned to meet our objectives. This Plan sets out why we have chosen to prioritise these Improvement Objectives, how we will deliver them and how the improvements will benefit our communities.

Many families, friends, neighbours, communities, and colleagues have been impacted in different ways during this last 24 months in response to the Covid-19. Local Government continues to face significant financial challenges. This creates immediate and long-term implications for councils, including their ability to manage the financial impacts of the pandemic and deliver essential services. Aligned to this, citizens and businesses are experiencing the negative impacts of increased financial pressures due to high inflation, soaring gas and electricity prices, high fuel costs etc.

As a District we must continue to move forward together by adapting further, learning to live with the virus, and continuing to support our citizens through the current cost of living crisis. Mid Ulster will need to respond with agility and innovation to manage risk and shape future opportunities as the next normal emerges.

Through this plan residents across Mid Ulster will benefit from investment to further improve infrastructure through capital projects, which will improve, retail, leisure and culture, as well as attracting investors and visitors to the District. Wherever possible, we will spend our money locally to support local businesses and organisations, and seek to maximise social value.

We will continue to design and drive digital transformation at pace, whilst ensuring that the digital technologies and advances we make are accessible and positively transform service delivery and the customer journey. We are currently undertaking work to redesign our structure and reconfigure services in ways that are truly transformative, sustainable, innovative, accessible and digital, at the same time, we need to guard against an increased risk of exclusion within our most vulnerable communities.

Climate change is affecting more people’s lives every year and we all need to act now on the climate change and biodiversity emergencies, in order to slow and reverse the damage being done. We have a leading role to play in Mid Ulster, by reducing carbon dioxide (CO2) emissions from our operations, as well as working with industry and other organisations to help lower their emissions and make our District more resilient to climate change. Encouraging and enhancing the natural environment, biodiversity and habitats on our estate and throughout the District, will assist in promoting healthy ecosystems.

As Mid Ulster competes with others to attract growth, tourism and inward investment a clean, green and pleasant environment that promotes mental and physical wellbeing plays an important role in marketing the District as a place to live in, move to and visit. Supporting the numerous community/voluntary groups, sports and leisure clubs in Mid Ulster, all play an important role in all our work as both provider and enabler. Our role is also to enable volunteering and community groups to come together for the greater good, especially in tackling local issues such as anti-social behaviour, graffiti, fly-tipping, littering, and dog-fouling, all of which require local responses.

Mid Ulster is a dynamic and resilient District, with resourceful communities and businesses of all sizes who really want to make a difference. We have seen the benefits of the council working alongside other agencies, voluntary groups, businesses, faith groups, individuals and communities to do the very best that we can together for all those who live and work here. As community leaders we have the best interests of our residents, businesses and colleagues at heart and will do all we can to help Mid Ulster thrive as we move forward into 2022 and beyond.

**Signature of Chair of Mid Ulster District Council Councillor Paul Mc Lean

**

Councillor Paul McLean

Chair Mid Ulster District Council

## 1.0 INTRODUCTION

### **Introduction**

Each year we are required to develop a Performance Improvement Plan (PIP) to show our commitment to continuously improving service delivery in accordance with the priorities set out by the Council. In the PIP, we set out Council’s intentions for our services, and include details, of how we will do the work. This is the second year of the two year improvement plan.

Council published a new Corporate Plan 2020-24 and this plan contributes to the continuing delivery of Council priorities. The Corporate plan has a range of activities, some short-term that can be delivered relatively quickly, and others that are longer term, i.e. will take time to develop and implement.

## 2.0 DEVELOPING OUR IMPROVEMENT PLAN OBJECTIVES

### **2.1 Setting Our Improvement Objectives**

The Council’s Policy and Resources Committee oversaw the development of the two-year Performance Improvement Plan (2021 – 2023) to ensure the plan’s publication as soon as practicable following the 1st April 2021, in line with Department for Communities guidance.

The process of developing the Council’s improvement objectives involved engagement between Senior Management, Heads of Service and the Democratic Services Team. This engagement identified potential areas for improvement across the council from which four proposed improvement objectives where identified for consideration and approved by elected members as a focus for continuous improvement – refer to table 2.1.1 Council’s Improvement Objectives 2021 - 2023.

## Table 2.1 – Council’s Improvement Objectives 2021 - 2022 to 2022 - 2023:

| **Number** | **Objective** |
| --- | --- |
| One | Mid Ulster District Council will seek to reduce the environmental impacts of our own activities and will contribute to the improvement of the wider environment through local action. |
| Two | We will ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them |
| Three | To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment |
| Four | We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people |

To lead the delivery of our improvement objectives council has established project teams to drive the objectives forward; under the direction of a Senior Responsible Officer (SRO); i.e. either an Assistant Director or Head of Service, appointed by the Chief Executive.

The proposed improvement objectives, rationale and associated links to the Community and Corporate Plan were considered and approved by elected members at the March 2021 Policy & Resources committee.

Each year we consult on our proposed improvement objectives. The outcome of the consultation undertaken throughout March to April 2022, and a report on the final improvement objectives were considered by Senior Management, and subsequently considered by elected members for approval at their May 2022 Policy & Resources Committee before being considered by Council.

The review of the improvement projects, along with other statutory and corporate indicators will be reported by the 30th of September 2023 in Council’s Annual Assessment Report, where we will look at the performance over the previous financial year (retrospective report).

**2.2 Consultation**

Consultation undertaken on our proposed improvement objectives, rationale for their inclusion and associated activities for the period of the plan, was undertaken Friday 4th March to Friday 15th April 2022. Our consultation involved a survey made available for completion and submission online and by post to the council.

To ensure maximum engagement, the consultation process was promoted through a variety of communication channels including; council social media outlets, internal staff meetings, and the council’s website.

**2.3 What the Consultation told us**

*.*

* **93.55% of respondents agreed with objective one**: - *Mid Ulster District Council will seek to reduce the environmental impacts of our own activities and will contribute* *to the improvement of the wider environment through local action.*
* **90% of respondents agreed with objective two**: - *We will ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them****.***
* **86.21% of respondents agreed with objective three**:- *To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment.*
* **90% of respondents agreed with objective four**: - *We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people*

With such significant support for the four proposed improvement objectives, together with additional commentary provided, the council has developed its 2022-2023 Performance Improvement Plan around them. When reviewed, respondent commentary did not warrant the removal, amendment to or addition to the objectives proposed. Additional commentary and views provided is informing our wider improvement activity across services.

**3.0 DUTY TO IMPROVE & COUNCIL’S PERFORMANCE FRAMEWORK**

**3.1 Duty to Improve**

Part 12 of the Local Government (Act) 2014 requires Councils to “*make arrangements to secure continuous improvement”* in the exercise of our functions (section 84). Council is also required to set improvement objectives for services and secure arrangements for achieving them each year (section 85). We are also required to publish an annual improvement plan

Statutory guidance defines improvement as “… *more than just quantifiable gains in service output or efficiency, or the internal effectiveness of the organisation. Improvement for Council’s should mean activities that enhances the sustainable quality of life and environment for ratepayers and communities*”.

Each corporate improvement objective has been developed to focus improvement on at least one of the seven improvement aspects detailed in S84(2) of Local Government (NI) Act 2014:

* Strategic Effectiveness
* Service Availability
* Sustainability
* Service Quality
* Fairness
* Efficiency
* Innovation

In addition, guidance determines that improvement objectives should be:

* Legitimate – making a contribution to at least one (or probably more than one) of the seven aspects of improvement
* Clear – setting out the visible improvement that citizens can expect
* Robust – with defined terms of success (whether qualitative or quantitative)
* Deliverable – with established links to individual service programmes and budgets
* Demonstrable - capable of being supported by objective (but not necessarily measured or quantitative) evidence.

**3.2 Community Plan, Corporate Plan and Council’s Performance Management Framework**

The Local Government (Act) 2014 has changed the way we plan, and encouraged us to look much more to the future. Reducing budgets, increasing demands and higher public expectations means that we must change our approach to delivering and improving public services. Public services need to think more about the long-term, work better with people and communities, look to prevent problems before they arise, and take a more joined up approach.

We need to look at balancing short-term needs (which are reflected in the improvement objectives contained in this current plan) with our responsibilities to think about some of the big challenges facing our district in the future (as outlined on the Mid Ulster District’s Ten Year Community Plan). We are working with other public services; the private and voluntary sector on the delivery of the local community plan. This includes well-being outcomes that provide a focus for the public sector as part of the Community planning for the area; these are related, but separate from the objectives detailed in this report that focuses specifically on the Council.

The “peak” plan is the District’s Ten Year Community Plan, which encapsulates the communities’ vision and long-term aspirations. Sitting beneath the Community Plan is the Corporate Plan. The Corporate Plan is a key component of the Council’s Integrated Performance Management Framework. The performance framework consists of a hierarchical set of inter-related plans, which deal with the organisation’s delivery of services

The Corporate Plan is the point where the Council responds to the Community Plan’s objectives that are within its area of responsibility; therefore, if the Community Plan is seen as the Community’s aspirational document, the Corporate Plan is the Council’s policy response to what residents and ratepayers desire to see happen in their community.

The Corporate Plan (currently a four-year plan 2020 - 2024) is designed as a fixed term plan to align with the council’s electoral cycle. Each newly elected Council is responsible for preparing a new corporate Plan setting out what they want to achieve during the electoral term.

**3.3 Improvement, Corporate Values, Service and Individual Planning**

Whilst this plan focuses specifically on Corporate Improvement Objectives, we are still seeking to bring about improvement in other areas. Planned improvements in our day-to-day work are set in our service plans. Departmental service delivery plans translate corporate objectives into service targets and operational activity, aligning with finance, workforce and risk issues.

Individual plans (staff appraisals) translate service or group delivery plan objectives into practical measures and targets for all members of staff within the Council. This ensures that all our employees understand their contribution and accountability towards meeting the Council’s values, priorities and vision.

We are committed to delivering our improvement objectives within the context of our adopted Corporate Values; this is at the core of what we do and guides how we deliver our service by being:

* **Citizen and Customer**-**focused:** designing and delivering our services in response to and around the needs of our customers and within our resources.
* **Innovative**: New and better ways of doing what we do.
* **Excellence:** Striving to excel in every aspect of our work, being accountable for and delivering the best value for money services.
* **Trustworthy**: Working for our communities in a spirit of friendliness and openness by delivering fair, transparent, equitable and ethical service to all customers.
* **Respect:** Treating each other, our customers and our stakeholders in the same considerate way that we wish to be treated ourselves.
* **Inclusive**: Creating a culture that values, supports and celebrates diversity to the benefit of the organisation and the people we serve.

**3.4 Statutory Indicators**

In addition to the Council’s improvement objectives and associated actions used to measure our performance, the Northern Ireland Assembly has set a series of performance measures (indicators and standards) which the council will report on annually. Where relevant, the council’s improvement objectives incorporate statutory performance standards and indicators for Economic Development, Planning and Waste Management. The statutory performance indicators and standards are set out as Appendix 1 to our plan.

For the last six years, the arrangements for managing, improving and tracking Council’s performance in relation to set statutory indicators has been progressed through our service plans, which are developed on an annual basis and endorsed by Council. Quarterly reviews and update reports relating to Council’s statutory indicator performance are collated and forwarded to our Senior Management Team, respective committees and Council. Unless otherwise highlighted in this plan, statutory performance indicators are managed at a directorate performance management level.

**3.5 Corporate Indicators**

During 2017 to 2018, the Council developed a suite of Corporate Indicators, which are now being measured across the Council. This suite of corporate level indicators are set out in Appendix Two to our plan and performance status and performance updates are reported to Senior Management and Council on a regular basis. Progress made against the corporate performance indicators are reported in Council’s Annual Assessment report (a retrospective assessment report of performance in the previous financial year, published in September).

The council is engaged with the Department for Communities, along with other local authorities to inform the development of a benchmarking framework for local government. This will focus on areas where the greatest overall benefit; in terms of delivering outcomes, can be achieved.

**4.0 DELIVERY & SCRUTINY OF OUR IMPROVEMENT OBJECTIVES**

The council in order to inform how it delivers effective services to its communities uses a series of processes and policies. This helps the council to plan, govern and drive service delivery. The following section provides information on the key processes and activities, which we utilise to strengthen improvement.

**4.1 Managing and Reporting Improvement.**

The Council’s service improvement planning process establishes clear links between the District Community Plan, Corporate Plan priorities, other Council Strategic Plans (such as the Local Development Plan), the corporate level Improvement Objectives, Project Plans and Service Plans. It ensures everyone working for the Council is able to see how their work contributes to the work of the organisation.

Each Improvement Objective has a project delivery plan, overseen by an Assistant Director or Head of Service, documenting clear milestones, activities, resources and associated risk mitigation. Each plan also identifies with whom the council will work in partnership with for each objective, thus ensuring the successful delivery of outcomes for citizens (visible improvements). The improvement project delivery plans are regularly reported to Senior Management and Council, along with statutory performance indicators and the suite of corporate performance indicators.

Departmental service plans are in place across Council, setting out key programmes of work being progressed throughout the year along with resources required to deliver on the identified actions. Services regularly monitor their plans and where they are involved in one or other of the improvement objectives, within this improvement plan, the Service will report this through to the senior management team and council’s Policy & Resources Committee on progress to date.

Elected members have an important role in monitoring how well the Council is achieving its improvement objectives. They are prepared to challenge officers on service improvement performance to ensure that the priorities are delivered and that the needs of the local community are met.

A mid-year report (April to September 2022) on progress against this year’s Improvement Plan objectives and how we have performed against the statutory performance indicators and standards for Economic Development, Planning and Waste, as well as progress against corporate measures will be presented to Council’s Policy & Resources committee.

By 30th September 2024, the council will publish a self-assessment report setting out how we have performed against the Improvement Plan for 2022- 2023 and where possible, the Council will benchmark indicators against the performance other Councils.

**4.2 Audit, Inspection and Regulation**

The council is inspected by the Northern Ireland Audit Office (NIAO) to challenge and examine its performance and effectiveness, through an annual audit and assessment.

Post an audit and assessment of Council, the Local Government Auditor (LGA) certifies the improvement and assessment for the Council with an audit opinion. To date Mid Ulster has received annual standard, unqualified opinions. As a result of the NIAO audits, the LGA believes that the Council to date has discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with section 92 of the Local Government (NI) Act 2014 and has acted in accordance with the Department of Communities’ guidance sufficiently.

LGA to date have made no recommendations under section 95(2) of the Act and were not minded to carry out a special inspection under section 95 (2) of the Act.

**5.0 IMPROVEMENT OBJECTIVES**

**Improvement Objective One**

**5.1 Objective One:**  Mid Ulster District Council will seek to reduce the environmental impacts of our own activities and will contribute to the improvement of the wider environment through local action.

**“***Good to see Council seeking to reduce its impact on the environment, the reality of climate change is here, we’re seeing more localised flooding, near drought conditions affecting our farming and habitats pushed to extinction, we all need to take ownership and reduce our carbon emissions.”*

(Mid Ulster Councils Corporate Improvement Objectives Survey Excerpt; April 2022)

**Lead Officer:** Assistant Director Environmental Services*.*

**Why have we chosen this Improvement Objective?**

As we navigate through and slowly emerge into a new era, two years on from the start of the pandemic, how we reshape our world will have key implications for our ability to address climate change this decade.

COP 26 (Conference of the Parties 26) was held in November 2021 in Glasgow. The World Climate Change Conference, brought together heads of state, climate experts and campaigners to agree coordinated action to tackle climate change and revisit climate pledges made under the 2015 [Paris Agreement](https://www.bbc.co.uk/news/science-environment-35073297) i.e. an agreed path forward to tackle global warming. Governments that signed the Paris Agreement, pledged to cut emissions and keep temperatures well below a 2C rise by the end of this century, but the Intergovernmental Panel on Climate Change (IPCC) says even a [1.5C rise could be devastating](https://www.bbc.co.uk/news/science-environment-45775309) 1.

Nations adopted the Glasgow Climate Pact, aiming to turn the 2020’s into a decade of climate action and support2. The pact aims to [cut emissions further and faster in the next decade](https://inews.co.uk/news/cop26-countries-agree-to-cut-emissions-faster-before-2030-and-curb-coal-use-to-keep-1-5c-1299778?ico=in-line_link). Crucial other decisions were also reached, on accelerating the shift to clean power, on how international carbon trading should work, and on how much money rich nations should funnel to poorer countries to support their efforts to deal with climate change. The United Nations (UN) is also directed to assess climate plans every year, turning every COP into a pressure point for nations to commit more.

Climate change has been recognised internationally as the most important environmental challenge that we currently face. It is a large scale, long-term shift in the Earth’s weather patterns and average temperatures. Scientific consensus recognises human activity3 as a major cause of recent unprecedented warming and climate projections show that past, current and future gas emissions will influence the climate for decades.

The intergovernmental panel on climate change (IPCC) predicts increases in extreme weather events over the twenty first century and attributes this to a result of greenhouse emissions and rising surface temperatures. The IPCC’s 2021 Climate Change Report regarding the physical science basis, states that, “Climate change is already affecting every inhabited region across the globe with human influence contributing to many observed changes in weather and climate extremes”1.

The latest U.K Climate Change projections (UKC P18)4 predict that Northern Ireland will experience warmer, wetter winters and hotter drier summers by the 2050’s, with extreme weather events becoming more frequent5.

Northern Ireland’s first legally binding climate bill is currently making passage through the local Stormont Executive6. It will see legislation that introduce targets for Northern Ireland for years 2030, 2040 and 2050 – (i.e. reduction in greenhouse gas emissions), along with an independent Climate Change Commissioner’s office. Other amendments to the bill will include a “just transition” fund aimed at supporting agriculture, statutory carbon budgets, targets for biodiversity and soil quality.

We recognise the key role and contribution that the Council has in supporting and promoting local actions and local people, businesses and partners in the move to a low carbon future. Taking action to protect the environment for future generations is a priority for Mid Ulster and is recognised in the Districts Community Plan and Corporate Plan. We care about the environment and understand our legal duty to protect it.

We seek to minimise the environmental impacts of our own Council activities and work with other partners and stakeholders to protect and enhance our local environment. Subject to procurement regulations, we can also choose to buy local produce which not only supports our local economy, it also reduces carbon emissions from freight transport and travel. Climate change is a collective issue and we can all make changes to our lifestyles to reduce the impact on the environment.

1. [IPCC\_AR6\_WGI\_Full\_Report.pdf](https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_Full_Report.pdf)
2. [COP26-Presidency-Outcomes-The-Climate-Pact.pdf (ukcop26.org)](https://ukcop26.org/wp-content/uploads/2021/11/COP26-Presidency-Outcomes-The-Climate-Pact.pdf)

3. <https://climate.nasa.gov/scientific-consensus/>

4. https://www.metoffice.gov.uk/research/approach/collaboration/ukcp/download-data

5. <https://www.theccc.org.uk/wp-content/uploads/2016/07/UK-CCRA-2017-Northern-Ireland-National-Summary.pdf>

6. [Climate Change (No. 2) Bill (niassembly.gov.uk)](http://www.niassembly.gov.uk/assembly-business/legislation/2017-2022-mandate/primary-legislation---bills-2017---2022-mandate/climate-change-bill/)

**Actions - What are we going to do?**

| **What are we going to do?**  **(Activities)** | **What difference will it make?- (Outcomes)** |
| --- | --- |
| 1. Increase the Council recycling rate to further boost the carbon reductions associated with recycling. | Offsetting an additional 800 tonnes per year of Carbon p.a., as a result of the improved recycling performance. |
| 1. Manage Landfill Gas emissions at the Tullyvar, Magheraglass and Ballymacombs Landfill Sites and seek opportunities for further renewable energy projects | Reduction of 10,300 tonnes per year of Carbon equivalent per annum and £90,000 of income from the sale of electricity. Feasibility of solar panels at Tullyvar & Magheraglass assessed. |
| 1. Increase participation in the Eco-Schools programme, which encourages and directs young people to think about climate action including litter, recycling, energy saving, and water conservation. | Schools in Mid Ulster engaged in programme and pupils well informed on the environmental impacts of their activities. |
| 1. Increase the re-use of Council’s technological hardware i.e. it is recycled and re-used. | 40 Desktops recycled for safe use in the community, 80% of Desktop distributed to the Community |
| 1. Monitor and review air quality across the District to determine whether national air quality objectives are being met. | Air Quality statistics 2021 - to be compiled and produced as a Report |
| 1. Environmental Health Services will control the environmental impacts of certain specified industrial activities through an industrial permitting process by inspecting permitted premises to ensure compliance with Environmental permits – (Local Air Pollution Prevention and Control) | Local Air Pollution Prevention and Control (LAPPC) - Conduct scheduled inspections of premises to ensure that premises are complying with air emission targets as outlined in their Environmental Permits - (currently. 74 premises that have Environmental inspections ensures compliance with Environmental permits. |
| 1. Number of homes helped to improve the energy efficiency of their homes - (linkages to affordable warmth). | Help provide Energy Efficiency Advice to 247 homes. |
| 1. Seek to bring recycling and biodiversity themes into creative art project targeting schools, disability groups and older people programmes. | Greater awareness among participants of the benefits of recycling and how the arts can contribute to the recycling agenda. |
| 1. Develop a pilot habitat assessment tool to utilise as an exemplar for Council managed assets/land. | Creating healthy council managed habitats |
| 1. Introduce and pilot sustainability assessment (screening tool) for 50% capital projects (Early stages). | Council can increasingly demonstrate that sustainable development and climate change considerations are being integrated in their decision making process around capital projects. |
| 1. Submit the Draft Plan Strategy for Independent Examination (IE), which will include policy to protect our environment e.g. including the Sperrins, Lough Neagh and Clogher Valley and; policy, which encourages more sustainable forms of transport, and reduces the need to travel by private vehicles. | Submission of Plan Strategy for IE, which includes policy that will guide, enhance and protect the local environment while encouraging sustainability. |
| 1. Research the application and introduction of alternative fuelled Vehicles/Diverse Plant into Council’s Fleet and develop Fossil Fuel Usage Baseline Report on Fleet/diverse plant. | Two alternative fuel vehicles/diverse plant purchased and the production of time series annual Fuel Usage Reports in place. |
| 1. Research and develop a Mid Ulster District Council’s Estates Carbon Management Plan and develop monitoring arrangements for MUDC properties reference the impact of: 2. • Emissions. 3. • Fossil fuel consumption. 4. • Energy usage. 5. • Renewal source. | Display Energy Certificates (DEC’s) assessments completed across MUDC estate and monitoring/measurement methodology for collating; emissions, fossil fuel consumption, energy usage and renewal source identified and applied. |
| 1. Develop and agree Hybrid Working as part of flexible working arrangements policy | Promote Flexible Working opportunities to Staff and potential job applicants while reducing carbon emissions associated with staff commuting. |
| 1. Progress to Stage 3 of the NI Climate Adaptation Planning Cycle | Adaptation plan (including Risk Register, Vision/Aims/Themes, Action Plan) ready for presentation to / sign off by the core working group |
| 1. Prepare a Climate Change and Sustainable Development Strategy and Action Plan | Strategic approach to sustainable development and addressing the challenges of climate change. |
| 1. Raise business awareness of the climate crisis and what are practical measures businesses can implement to reduce their carbon footprint through the delivery of an "On the Road to Net Zero" information and networking event as part of Mid Ulster Enterprise Week 2022. | Increased business awareness of the practical steps and opportunities available to realise carbon, energy and cost savings in order to future proof their business. |
| 1. Research Environmental, Social and Governance ("ESG") principles in the context of the review of the Council's Procurement Policy. Consider whether and how same could be incorporated as to how the Council thinks ESG and buys/procures ESG | Initial awareness throughout the organisation of ESG values, how they might work in practice, what the opportunities and challenges are with ESG and Council having a direction of travel re whether the Council could think and procure ESG. |

**How will we know?**

* Carbon reduction/offsetting (tonnage) per anum.
* Numbers of Mid Ulster Schools participating in Eco Schools Programme.
* Numbers of Council’s Desktops recycled/re-used within Community.
* Air Quality within District determined within Air Quality Report.
* % of scheduled inspections of premises to ensure that premises are complying with air emission targets as outlined in their Environmental Permits.
* Number of homes helped to improve their energy efficiency.
* Number of participants/groups in Council led environmental/sustainability conservation activities/programmes.
* Council habitat assessment tool to utilise as an exemplar for Council managed assets/land.
* Number sustainability assessment guidelines, tools developed.
* Submission Draft Plan Strategy.
* Numbers of vehicles replaced in Replacement Fossil Fuel Capital Fleet Programme.
* Estates Carbon Management Plan in place
* Number of Display Energy Certificate assessments completed.
* Hybrid Working – Flexible Working Arrangements Policy in place.
* Stage 3 of the “NI Adapts” Planning Toolkit completed
* Climate Change and Sustainable Development Strategy and Action Plan developed
* Number of businesses attending "On the Road to Net Zero" information and networking event .
* Environmental, Social Governance principles awareness training/workshops undertaken in year

**Visible improvement residents, businesses or visitors expect to see**

As a local authority, we recognise that we have a responsibility to take positive action and provide strong leadership on averting the dangerous effects of climate change. We will reduce carbon emissions from our buildings, vehicles, operations, activities through strategic planning, policy development and the management of projects.

We will promote a culture of environmental responsibility amongst staff and customers, with the aim of reducing energy, water use and raising awareness of the effects of climate change, and the circular economy within the District and beyond.

**Partnerships: Who do we need to work with?**

Citizens, visitors, community and voluntary groups, schools, colleges, youth groups, businesses, staff, Executive Departments, Conservationists.

**Link to District Community Plan Theme and Outcomes:** Infrastructure - We increasingly value our environment and enhance it for our children

**Link to Corporate Plan Theme:** Environment - We will work to mitigate against the impacts of climate change by taking steps to reduce carbon emissions as an organisation.

**Performance Improvement Aspects which this improvement objective aims to deliver against**

*Strategic Effectiveness, Service Quality, Sustainability, Service Availability, Fairness, Efficiency, Innovation*

**Improvement Objective Two**

**5.2 Objective Two**: - We will ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them.

***“*** *Again, this is an objective which is integral to allow our local council to continually improve on how it provides its services where it can beyond the routine 9 to 5 environment”.*

(Mid Ulster Councils Corporate Improvement Objectives Survey Excerpt, April 2022)

**Lead Officer:** Head of Marketing and Communications.

**Why have we chosen this Improvement Objective?**

‘Tech’ change has accelerated during the pandemic, the rate of digital transformation has increased exponentially in part due to the speed of adapting to unexpected challenges. Organisations, their customers and stakeholders expect digital experiences to be more immersive, inclusive, secure, and simple to use than ever before. Technology change has always been about people, in 2022 that will be truer than ever in the era of hybrid work. The Council is aware that technology will be about the new ways in which we work, connect, create, and support one another—and how technology enables this.

There is now an enhanced need to transform how organisations engage with customers through digital platforms. This increasing use of digital channels is here to stay. Citizens now have higher expectations of online council services and want a digital customer experience similar to that provided by retailers, banks and utility providers.

We want to harness the potential of digital design, data and technology to work efficiently, transform the relationship between residents and the Council, and make Mid Ulster a leading destination for sustainable growth, opportunity and quality of life. To embrace such opportunities we are developing a roadmap to define how our future use of technology and human resources will be optimised to enable the efficient delivery of our business and community priorities to the businesses and citizens of Mid Ulster.

Technology is only an enabler, transformation involves changing how we work, how we organise ourselves and how we serve our citizens. We will have real opportunities to radically rethink, and redesign our services, as we are move towards being a more agile and flexible organisation, with staff able to work from any location as we make more efficient use of physical space and mobile technology.

We can and will learn lessons from innovative digital practice utilised as a response to the Pandemic. More of our high volume, low contacts that we deal with, should be completed at our customer’s convenience, enabling Council staff to focus on more complex and sensitive enquiries that benefit from the human touch. All of this can help us manage the rising cost and demand pressures the Council is facing.

Whist we want everyone to become digital citizens, we recognise that not all residents have the means or skills to take up digital. The council aims to grow and develop its digital inclusion work to provide skills and confidence in this area for staff, and our customers will always be able to speak to a person when they need to, and the person they speak to will be able to provide improved customer service. We will not leave anyone behind, however, we must continue to maximise technology to drive better services and lower delivery costs.

As a Council, we already offer online access in a number of areas; however we need to push further, faster with our digital approaches, data and technology, to ensure the district thrives through the fourth industrial revolution. The Council in order to make the right choices post-pandemic will need to think differently and crucially put citizens, data, insight, and technology at the heart of change.

**Actions - What are we going to do?**

| **What are we going to do?**  **(Activities)** | **What difference will it make?- (Outcomes)** |
| --- | --- |
| 1. Development of a Digital Transformation Strategy. | Digital strategy and action plan will set the organisation’s digital direction, enabling it to leverage opportunities and impact of digital technologies, to innovate and improve, realising cultural, organisational and operational change, and adding value for the organisation, its stakeholders and customers. |
| 1. Development of a new digital system to support the delivery of Planning. | Bespoke planning systemto Mid Ulster (and at a reduced cost), which integrates processes online including applications and payments, enhancing the planning experience for stakeholders and citizens, while also streamlining internal system management. |

| **What are we going to do?**  **(Activities)** | **What difference will it make?- (Outcomes)** |
| --- | --- |
| 3. Development of digital systems to support the delivery of Financial Services. | Efficient and effective financial management information system, providing easy access, self-service to financial ledgers, financial information and reporting for all services, with improved controls and governance. Improve financial controls, timeliness, integration and accuracy at remote facilities/centres; while reducing form filling/manual processes for end users |
| 1. Implementation of Phase 2 of the HR System to support the delivery of Human Resources. | E-enabled human resource management information system, providing easy access, self-service for staff, incorporating modern efficient recruitment and Learning & Development modules and advanced reporting/governance for all services. |

**How will we know?**

* New digital strategy and action plan in place
* Number of Councils new digital systems/platforms developed and in place.

**Visible improvement residents, businesses or visitors expect to see**

The Council’s role will be focused on helping to identify the priorities that will lead to the biggest impacts on economic growth and public service reform, thus ensuring key policies and strategies are integrated. This will include the infrastructure to support digital innovation in the District, providing insight and delivering public service reform directly, including working in a more digital way as a Council and promoting work that will support every resident in the District to benefit from digital change.

**Partnerships: Who do we need to work with?**

Northern Ireland Executive and Departments, Members of Council, Staff from various service areas across Council, digital designers/consultants, Citizens, Visitors, Statutory, Voluntary, Community groups, Councils, Regulatory/Statutory bodies.

**Link to Community Plan Theme and Outcomes**:*Economic Growth – We prosper in a stronger and more competitive economy*

**Link to Corporate Plan Theme:** Service Delivery - We will improve services for our citizens through the development and delivery of an innovation agenda.

**Performance Improvement Aspects, which this improvement objective aims to deliver against:**

*Strategic Effectiveness, Service Quality, Service Availability, Fairness, Sustainability, Efficiency, Innovation.*

**5.3 Objective Three**: To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment

*“I think this is very important. The amount of litter thrown out of cars and strewn at the sides of roads is horrific. If everyone disposed of their own litter in a responsible way we would not have this issue. Plastic containers from fast food - people should be encouraged to bring their own reusable dishes etc. Drinks cans - something needs to be done to discourage the dumping****.”***

(Mid Ulster Councils Corporate Improvement Objectives Survey Excerpt, April 2022)

**Lead Officer:** Assistant Director of Health, Leisure and Wellbeing

**Why have we chosen this Improvement Objective?**

Pre pandemic we all used public spaces every time we left home. These include the footpaths and streets we walk or drive along each day, the parks our children play in and the outdoor areas we go to exercise or relax in. Many of our daily decisions and activities are influenced by our perceptions of the quality and cleanliness of the public areas we encounter. The importance of clean, green and blue (our rivers, canals, loughs etc.) spaces, parks, cannot be underestimated. Many benefits derive from a pleasant environment.

The covid-19 pandemic and associated lockdowns has shown just how important it is for us to have easy access to open space for recreation and exercise and has had a huge impact on everyone in the district, region and worldwide. At its peak, half of the world’s population was made to stay at home or restrict movement in public (1Sandford, 2020). The importance of safe, accessible and well-connected green and blue spaces for improving quality of life has never been more pertinent, and for those without gardens the value of these spaces is amplified.

Good quality parks and attractive open space contribute economic benefits to towns and villages. As Mid Ulster competes with others to attract growth, tourism and inward investment a clean, green and pleasant environment plays an important role in marketing the District as a place to live in, move to and visit. Businesses are drawn to places with good quality environment as this in turn attracts customers, employees and services into the local area. In addition, well-maintained towns and villages has a positive impact on commercial and domestic property values.

Regionally and locally increases in obesity, are linked to more sedentary lifestyles including lower levels of outdoor activity. Patterns of exercise in adults are set early in life, so obesity and inactivity in childhood can led to poor health in later years. Good quality public open space is required to encourage healthier lifestyles by providing opportunities for walking, cycling and other outdoor pursuits, as well as being beneficial to mental well-being.

Clean and well-maintained play areas, parks and open space provide important beneficial opportunities for children to learn and develop (their social and emotional development) and stay healthy. Apart from access, the quality of green spaces is crucial too. Quality of facilities – including toilets and cafes; regular maintenance; organised activities can help ensure a green space supports the wellbeing of its citizens equally.

Clean neighbourhoods engender social pride, add vibrancy, reduce crime and anti-social behaviour, all of which are essential to the development of strong prosperous neighbourhoods. Anti-social behaviour can be seen through dog fouling, littering, abandoning vehicles, graffiti, and fly tipping etc. We are very much aware that many of our clean and green services are demand led, whilst much of this demand is inevitable, it is also clear some of it is avoidable. We want to be clear about our service promises, standards, and the response times we aim to achieve to ensure our communities understand what levels of service they can expect.

On its own the Council cannot deliver a cleaner and greener environment for residents. We want to work collaboratively, with residents, communities, visitors and businesses and through active citizenship we hope to see reduced demands on our services and more residents taking greater pride in and ownership of their local environment. This is more necessary then ever as overall public sector expenditure reduces at an unprecedented rate, combined with the economic fallout arising from the pandemic.

1 Sandford, A., 2020. Coronavirus: Half of humanity now on lockdown as 90 countries call for confinement. Euronews.

**Actions - What are we going to do?**

| **What are we going to do?**  **(Activities)** | **What difference will it make?- (Outcomes)** |
| --- | --- |
| 1. Pilot New anti-littering enforcement approach. | Raising awareness of adverse impacts of littering on the environment, and benchmark obtained for Fixed Penalty Notices served as a result of information from Council staff. |
| 1. Support and promote local community clean-ups and events e.g. Big Spring Clean organised by schools, community groups and sports clubs. | 5% increase in number of clean-ups supported in each district electoral area (DEA) across Mid Ulster district. |
| 1. Co-author a Community engagement programme with "Friends from Maghera Walled Garden". | Friends of Maghera Walled Garden remain actively engaged. |
| 1. Co-ordinate and deliver a programme of Town and Village Spruce Up - Deliver 73 grant schemes in 2021/22 and up to 40 schemes in 2022/23. | Contributes to well-maintained towns and villages resulting in a positive aesthetics. |
| 1. Co-ordinated litter/ recycling educational programme in place for participating schools. | Educational programme made available to all primary schools and delivery schedule in place. Increased community involvement and civic pride in participation of Live Here Love Here Small Grants Programme and evaluating success of “Walk this Way programme”. |
| 1. Develop, manage and deliver a marketing and communication activity plan 2022/23 aimed at reducing littering and awareness of dog fouling across Council parks. | Increased public awareness of effects of littering and dog fouling across the District. |
| 1. Develop extended coverage of Forest Schools programme across all seven District Electoral Area's (DEA's) - DEA's are Carntogher, Clogher Valley, Cookstown, Dungannon, Magherafelt, Moyola, Torrent in Mid Ulster District. | Work in partnership to broaden the invitation to schools, youth groups to take part in the Forest Schools Programme across the Districts green and blue spaces. |
| 1. Continue to raise Parks and Open Green Spaces management standards across Council Properties by attaining one additional Green Flag/Blue Standard award by 2023. | Enhancing horticultural, cleanliness, biodiversity, community involvement, and environmental management standards across the Districts recreational spaces. |
| 1. Provide environmental volunteering opportunities and support community groups to manage local environmental projects. | Strengthening the provision of environmental volunteering opportunities within the District. |

**How will we know?**

* Pilot “Wise” anti-littering enforcement approach in place
* Number of fixed penalty notices
* Number of community clean ups and events supported throughout District
* Number of community engagement programmes developed .
* Number of Town and Village Spruce Ups co-ordinated and delivered
* Number of littering and recycling school programmes delivered
* 100% of activities against Marketing /Communication plan completed
* Number of schools participating in Forest Schools Programme
* Number of blue and green flag management standards attained
* Number of environmental volunteering and community groups supported.

**Visible improvement residents, businesses or visitors expect to see**

Increase in the number of “Clean and Green” schools and educational programmes delivered and supported throughout the District. Greater support of “active citizenship” through local action and engagement opportunities. Enhanced enforcement opportunities and awareness, which reduces anti-social behaviour such as littering, dog-fouling etc. Improved quality and cleanliness of the public areas citizens, tourists, and businesses encounter across the District.

**Partnerships: Who do we need to work with?**

Members of Council, staff, citizens, visitors, community/ voluntary groups, schools, colleges, youth groups, businesses, regulatory and statutory bodies, businesses.

**Link to Community Plan Theme:** Infrastructure- We increasingly value our environment and enhance it for our children*.*

**Link to Corporate Plan Theme:** Environment - We will continue to promote and protect our environment through our environmental and anti-littering programmes of education, awareness raising and enforcement.

**Performance Improvement Aspects, which this improvement objective aims to deliver against**

*Strategic Effectiveness, Service Quality, Service Availability, Fairness, Sustainability, Efficiency, Innovation*

**Improvement Objective Four**

**5.4 Objective Four**: We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people.

**“***There is a lot of positive work done by the Council in trying to regenerate the district and I acknowledge this. Keep it up*!”

(Mid Ulster Councils Corporate Improvement Objectives Survey Excerpt, April 2022).

**Lead Officer:** Head of Technical Services

**Why have we chosen this Improvement Objective?**

The Council has continued to deliver ambitious investment plans to recover from the economic challenges of Covid-19. It has taken a strong and determined leadership role to strengthen the economic, social, and physical wellbeing of our places. We now look to a period of recovery emerging from the worst excesses of the Pandemic, we are aware there will be lasting effects, which will be felt for many years to come. We also recognise that our capital programmes will play an important role in the economic recovery from the impact of Covid-19.

We must look to a period of recovery from the COVID-19 pandemic. We have had to lead our lives locally, pulling together more as communities, to see off the many challenges arising from coronavirus. The Council’s capital programme of local projects will maintain our ongoing support for vibrant, accessible village/ town centres, open spaces and communities.

Regeneration is a long-term process and is delivered through a wide range of projects, programmes, partnerships, infrastructure initiatives. Since the late 1990s, policymakers have recognised the wider social factors that affect the success of regeneration schemes, but this is even more vital in the current economic climate. Infrastructure is a valuable and efficient economic stimulus. Every £1 of investment in infrastructure generates a potential further £2.701 due to economic multiplier effects. Making the most of existing social capital and providing opportunities for local people to be involved in regeneration is a vital part of making the best use of limited resources.

As a Council we support locally developed place based regeneration projects, we continue to invest in Mid Ulster, as well as providing essential services paid by your rates. Our Capital investment programme is our commitment to making the District a better place to live, work and invest. The programme includes major schemes to boost the economy, create jobs and improve the quality of life for our citizens.

Quality of place matters in economic, social, cultural and emotional terms. A sense of place helps establish strong social infrastructure, which supports people to improve their prospects and maximize their potential. We are taking a “Whole District” approach creating places that are attractive, well designed and well managed. Our approach focuses on tailored solutions for settlements within the District and business locations.

We recognise our major assets as those that have the potential to deliver the greatest impact. Building on and investing in these assets alongside complementary interventions will release the District’s potential for growth and connect areas of growth with deprived places in need of generation. By following a planned phased approach across the District, we will be able to deliver greater impact for each locality, using the resources available to best effect. This work has never been more important as we look to rebuild and recover from the devastating impact of COVID-19.

1.Further detail can be found here: https://www.ice.org.uk/getattachment/news-and-insight/policy/infrastructure-as-a-stimulus/post-crisis-infrastructure-investment-insight-paper-covid-19.pdf.aspx#\_ga=2.179966759.2015985077.1591167730-1129742483.1567513176

**Actions - What are we going to do?**

| **What are we going to do?**  **(Activities)** | **What difference will it make?- (Outcomes)** |
| --- | --- |
| 1. Undertake the Project management of Council's current committed live Capital Works Programme 2020 - 2024 with an indicative spend < £26m. | Contribute to the ongoing regeneration of our district. |
| 1. Research, develop and implement a pilot capital project procedural guide. | Efficient management and governance of capital programme. |
| 1. Develop a skills/competency matrix/ tool to map required and desired skills for capital projects team/client services teams and conduct training/development programmes to optimise efficiencies and workflows by April 2024. | Streamline processes for efficiency compromises within the capital projects team through staff development. |

**How will we know?**

* The number of current live Capital Works projects within 2020 to 2024 programme, to include:
* 3 Waste Infrastructure Projects; -new Magherafelt Recycling Centre , final closure works at Ballymacombs Landfill and potential development of a Dry Recyclables Facility ( MRF )
* 2 Public Realm - Coalisland scheme Design out & Development of

Maghera Magherafelt Phase 2.

* 14 Major Projects - Davagh Walks/Art, Maghera HS site , Connecting Pomeroy , Gortgonis Health & Well Being Hub, Dungannon Railway Park , Reservoirs Projects, MUSA Sports 3G & Running Track , Maghera Wetland Park , Active Travel Projects, Thomas Clarkes GAC, Sperrins Sculpture trail, Peace IV Shared Space Programme, Small Settlement Programme.
* 20 Minor Projects under £250k - Greenvale repairs , Peace IV projects in Draperstown, Moy, Castledawson, Donaghmore, Moneymore, Aughnacloy, Tamnamore, Broughderg, Galbally, Ballyronan Wood, International Appalachian Trail, Iniscarn, Pomeroy Carpark, Cot Lane, Ballsaggart Lough Retaining Wall, Davagh Welfare Facilities, Murley Road Footpath, Greenvale LC Repairs, Access Inclusion, Magherafelt Art piece.
* Capital Council Procedural Guide in place
* Capital Programme Delivery - learning and development programmes in place.

**Visible improvement residents, businesses or visitors expect to see**

Council will work with a wide range of partners from the public, private, voluntary and community sectors. Wherever possible the Council will seek to work in partnership with others to deliver its capital investment programme in order to provide facilities that meet the needs of the District. Council strategically manages its operational properties through the establishment of a rolling programme of improvement, repairs and refurbishment (e.g. office accommodation, depots, yards and venues such as open space facilities). Provision of a clear context within which proposals for new capital expenditure are evaluated, to ensure that all capital investment is targeted at meeting the Council’s Priorities and/or legislative requirements.

.

**Partnerships: Who do we need to work with?**

Council members, council staff, ratepayers, citizens, tourists, businesses, statutory and regulatory bodies, community and voluntary groups.

**Link to Community Plan Theme:** Economic Growth - We prosper in a stronger and more competitive economy.

**Link to Corporate Plan Theme:** Economy - We will continue to identify opportunity sites for development proposals and to deliver against existing plans for other key strategic sites (including Ann Street, Dungannon and the former Maghera High School site). *.*

**Performance Improvement Aspects this improvement objective aims to deliver against?**

*Strategic Effectiveness, Service Quality, Sustainability, Service Availability, Fairness, Efficiency, Innovation.*

## Contacting Us

As always, your feedback is important to us and as such, Council is committed to improving its services and welcomes your comments or suggestions at any time of the year. If you, have any comments, feedback, would like any further information or would like a copy of this plan in an alternative format please contact:

Democratic Services Team

Council Offices

Circular Road

Dungannon BT71 6DT

Telephone: 03000 132132 Email: [info@midulstercouncil.org](mailto:info@midulstercouncil.org)

## Appendix One – Statutory Performance Indicators and Standards

Local Government (Performance Indicators and Standards) Order (NI) 2015 has specified performance indicators and standards for Mid Ulster District Council on Economic Development, Planning and Waste Management. Improvement in relation to the statutory measure as and indicators is managed through our service plans and reported to Council ion a regular basis.

| **Reference** | **Statutory Indicator** | **Standard to be Met (annually)** |
| --- | --- | --- |
| \*ED1 | The number of jobs promoted through business start-up activity.  [Business start –up activity means the delivery of completed client led business plans under the Department of the Economy’s Regional Start initiative or its successor programmes]  \*“Go For It” Programme target | \*210  \*153 |
| P1 | The average processing time of major planning applications.  [An application in the category of major development within the meaning of the Planning (Development Management ) Regulations (NI) 2015 (a)] | Major applications processed from date valid to decision or withdrawn within an average of 30 weeks |
| P2 | The average processing time of local planning applications.  [An application in the category of local development within the meaning of the Planning (Development Management) Regulations (NI) 2015, and other applications for approval or consent under the Planning act (NI) 2011 or any Regulations made under the Act] | Local applications processed from date valid to decision or withdrawn within an average of 15 weeks. |
| P3 | The percentage of planning enforcement cases processed within 39 weeks.  [Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning act (NI) 2011 or any regulations made under the Act]. | 70% of all enforcement cases are progressed to target conclusion within 39 weeks of receipt of complaint. |
| W1 | The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse)  [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)] | Set Annually by the Department for Agriculture, Environment and Rural Affairs (DAERA) |
| W2 | The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.  [Local Authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)] | Set annually by DAERA |
| W3 | The amount (tonnage) of Local Authority Collected Municipal Waste arisings  (Local Authority collected municipal waste arisings is the total amount of the local authority collected municipal waste which has been collected by a district council] | Set annually by DAERA |

**\*** The Department for the Economy (DfE) requested that the Department for Communities (DfC) amend the standards set out in the Local Government (Performance Indicators and Standards) Order (NI) 2015 to align with the programme targets in operation for the “Go for It” business start-up programme for 2021 to 2023. DfC consulted on the amendment to the 2015 Order from 21 December 2021 – 28 February 2022. It was not possible to make this amendment before the dissolution of the current Assembly due to competing legislative pressures and the volume of legislation needing to be progressed before the mandate ended and, as such, the current economic development standards cited in the 2015 Order remain in operation. Council has been advised to reference both the statutory targets and the “Go for It” programme targets in both the performance improvement plan

## Appendix Two - Mid Ulster Council’s Corporate Health Indicators

| **Measure** | **Target/Standard 2022 - 2023** | **Responsible Lead Service** |
| --- | --- | --- |
| **1.0 Economy** |  |  |
| 1.1 Number of jobs promoted | \*210  \*153 | Economic Development |
| * 1. Average processing time for local planning applications | 15 weeks | Planning: Development Management |
| * 1. Average processing time for major planning applications | 30 weeks | Planning: Development Management |
| 1.4 % Building Regulations Applications determined to target | 90% | Building Control |
| **2.0 Waste Management** |  |  |
| * 1. Percentage (%) of waste going to landfill | Awaiting DAERA | Environmental Services |
| 2.2 Percentage (%) of waste recycled | Awaiting DAERA | Environmental Services |
| **3.0 Council Facilities** |  |  |
| 3.1 Visitors to Arts/Cultural venues | <38,422 | Arts & Culture |
| 3.2 Users of Leisure and recreation facilities | <1,604,486 | Leisure |
| 3.3 Visitors to Council Offices | NA | Human Resources |
| 3.4 Number of RIDDOR incidents | NA | Health & Safety |
| 1. **Better Responses** |  |  |
| 4.1 Freedom of Information (FoI) requests responded to within target | 90% | Democratic Services |
| 4.2 Complaints dealt with within target | 90% | Chief Executive’s Office |
| * 1. Correspondence responded to within target | 90% | Chief Executive’s Offices |
| 4.4 Number of online transactions | <59,331 | ICT |
| **5.0 Resident Satisfaction** |  |  |
| * 1. Percentage (%) of Residents content with our services | 80% | Marketing & Communications |
| * 1. Percentage (%) of residents agree that Council keeps them informed | 80% | Marketing & Communications |
| * 1. Percentage of Residents agree that Council listens and acts on concerns | 80% | Marketing & Communications |
| * 1. Number of organisations receiving Grant Aid | NA | Community Development |
| **6.0 Staffing** |  |  |
| 6.1 Number of Staff (FTE’s) on payroll | NA | Human Resources |
| * 1. Number of Casual Staff employed in the past 12 months | NA | Human Resources |
| 6.3 Percentage (%) Attendance | 95% | Human Resources |
| 6.4 Percentage (%) Overtime | 2.5% | Finance |
| 1. **Engaged Workforce** |  |  |
| 7.1 Percentage of staff satisfied with their current job | 80% | Marketing and Communications |
| * 1. Percentage (%) of workforce who take pride in working for Mid Ulster District Council | 80% | Marketing and Communications |
| * 1. Percentage of workforce who understand Council’s priorities and how whey contribute to them | 80% | Marketing and Communications |
| 1. **Finances** |  |  |
| 8.1 Loans Outstanding | NA | Finance |
| * 1. Cash Reserves | £10 m | Finance |
| 8.3 Invoices paid within 30 days | 90% | Finance |