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Dear Chief Executive

8 June 2021

LEGISLATION PERTAINING TO VIRTUAL COUNCIL MEETINGS AND PERFORMANCE IMPROVEMENT

As you will be aware the Local Government (Coronavirus) (Flexibility of District Council Meetings) Regulations (NI) 2020 ended on the 6 May 2021.

A number of councils and local government bodies have raised concerns about these provisions ending. Please be assured that the Department is currently progressing this matter and the Minister intends to bring forward primary legislation as soon as possible to introduce the legislative changes needed to ensure that powers to operate remotely are extended.

The proposed legislation will also regularise the legislative position to ease council Performance Improvement duties, which includes setting aside the requirement for councils to publish a Performance Improvement Plan for 2020/21. Following on from that decision, the Department has determined that whilst councils will have to produce a Performance Improvement Plan for the current 2021/22 year, the requirement to publish the plan has been extended to 30 September 2021.

Yours sincerely

Anthony Carleton

Mid Ulster District Council

Corporate Performance Improvement Plan (PIP)

**2021-2022 to
2022 -2023**

May 2021

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Foreword

Each year we are required to develop a Performance Improvement Plan (PIP) to show our commitment to continuously improving service delivery. This plan has been written at a time of great change and unprecedented challenge across Mid Ulster, where our Council staff have worked in partnership with communities to adapt and deliver services in the most challenging of circumstances. There is still much uncertainty about the effects COVID-19 will continue to have. We have all been touched in some way by the effects of this virus and its impact will be with us for some time to come. I continue to be immensely proud of the community I serve, as well as Council staff and volunteers who came together and provided a district-wide response to the ongoing Covid-19 pandemic.

This improvement plan reflects how our services are changing. How we live our lives and how we deliver services, has an impact on the environment and it is important that we work together to respect, enhance and enjoy our environment. It is one of our greatest assets and we have a duty to protect it for future generations. Access to parks and green space locally is perhaps even more important now than ever and health and well-being are inextricably linked with the environment. We also believe it is important to enjoy where we live and to make the most of living and working in such a beautiful area as Mid Ulster. We will take steps to minimise our negative impact on the environment and to influence others to follow our lead and consider how their actions may impact on the natural and built environment.

We will continue to encourage residents, visitors and business to minimise waste, reduce litter and to consider how their actions may contribute to pollution. We want people to be able to safely enjoy our parks, towns, villages, and countryside and to respect the local area, its residents and visitors.

Even before the onset of the 2020 Covid-19 pandemic, “digital” was a key focus for Mid Ulster District Council, however the criticality of digital proficiency, access, and solutions for all aspects of modern life have all been brought into even sharper relief since the pandemic began. Put simply digital connectivity, skills, activities, and services that were already a priority are now an everyday necessity. Just as the Covid-19 pandemic has demonstrated that digital skills are a form of basic literacy, it has equally highlighted that digital connectivity is a form of critical infrastructure and a fourth core utility, facilitating the ability to learn, work, shop and socialise, as well as providing access to vital public information and services.

The Council continues to be ambitious in its plans for the future; we remain committed to the delivery of our objectives and our capital programme to achieving our vision of ‘to be at the heart of our community’. Last year we published a new Corporate Plan 2020-24 and this Performance Improvement Plan contributes to the continuing delivery of the four year Corporate Plan. The following pages set out the actions we want to take over the next 24 months, to deliver our improvement objectives and ultimately the outcomes for our local communities. We remain ambitious for the future and confident in our ability to respond, recover and to take strength from the challenges we face.



Councillor Paul McLean
Chair Mid Ulster District Council

1.0 INTRODUCTION & RESPONSE TO COVID-19

1.1 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 plan, we set out Council's intentions for our services, and include details, of how we will do the work. Last year we published a new Corporate Plan 2020-24 and this plan contributes to the continuing delivery of the four year Corporate Plan.

This plan has been written at a time of great change across Mid Ulster, where our Council staff have worked in partnership to adapt and deliver services in the most challenging of circumstances. For the past twelve months, the overriding purpose of this Council has been to do all we can to keep our community safe in the face of a global pandemic. Responding to, and living with, the impacts of Coronavirus (COVID-19) has represented one of the greatest challenges for a generation. It has required sudden and dramatic changes to the way we work, as Councillors and officers.

1.1 Covid-19 Response and Measures

The most significant set of restrictions in living memory, to our way of life, were set in place in March 2020, when as a response to a global pandemic, measures to tackle the COVID-19 virus were put in place. These included; restrictions on movement - enforcing social distancing and the closure of all non-essential businesses. The measures were introduced to reduce the spread of the virus.

The Council enacted its emergency plans, as a response to the unprecedented threat to public health. Council worked with a range of third sector organisations, as well as government and other public bodies, including Mid Ulster's partnership organisations, while at the same time ensuring that we continued to deliver our normal frontline services to residents as far as possible. Council was also involved in undertaking new and emerging services. A community hub was established in April to support the most vulnerable people across the district, helping to coordinate the delivery of food parcels, as well as helplines to provide practical assistance including picking up prescriptions, support and advice.

We began with the first lockdown, which meant facility closures and suspensions of some services, but this also saw our essential services continue without interruption and a legion of staff armed with laptops/PC's continue to do their jobs remotely. Council also saw more staff being redeployed to other services, whilst many colleagues developed new and innovative ways to engage with their customers. COVID-19 has forced and demonstrated to services how they can work differently, redesigning processes to allow staff to work from home, boost productivity and generate cashable efficiency savings whilst still delivering a good service to our customers. This brings benefits in terms of productivity, reduced travel time, and includes benefits to the environment.

We prepared for the short-lived recovery, which came in the summer, re-opening facilities, returning to our normal work locations, supporting the community and the

local economy. The second lockdown saw further facility and service closures and again Council policy remained to protect frontline service provision by delivering our services as efficiently and effectively as possible.

The Department of Communities directed all eleven Councils to suspend their 2020 to 2021 performance improvement plans (PIP's) in order that Councils could reprioritise at pace all their resources to respond to the unprecedented situation. Council has had to be flexible and this emergency has impacted on the delivery of some of our Performance Improvement Plan objectives for 2019/20.

Behind the scenes, we have also been focusing on what we need to do in the recovery phase, because we recognise that the effects of the pandemic will be long lasting, on individuals, businesses and the economy. They will potentially reshape our community.

The road to the full recovery of our services will be guided by the Executive's 'Pathway Out Of Restrictions' document which was published in early March 2021. There are nine pathways in total, covering all aspects of life from home and work to travel and hospitality, and with 5 phases of recovery in each. Each pathway may move from phase to phase at a different pace and, as everyone will know, there are no set dates at this point – only agreed review points. While this makes it harder to plan when services will resume, we do at least know the sequence in which it will happen. There's no hiding from the fact there will be more hurdles to clear - not least because we've so much still to learn about COVID-19 and its impacts, however Council will continue to take decisive action and reshape our services to reduce long term costs whilst embracing new opportunities to do things differently.

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 were 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 2.1.1 – Council's Improvement Objectives 2021 - 2022 to 2022 - 2023:

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.

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

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) from the Heads 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 their March 2021 Policy & Resources committee meeting for public consultation.

The outcome of the consultation undertaken throughout March to April 2021, and a report on the final improvement objectives were considered by Senior Management, and subsequently considered by elected members for approval at their April 2021 Policy & Resources Committee before being considered by Council.

The review of the projects, along with other statutory and corporate indicators will be reported by the 30th of September 2022 in Council's Annual Assessment Report, where we will look at the performance over the previous financial year.

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 from Thursday the 11th of March to Thursday the 22nd of April 2021. Our consultation involved a survey made available for completion and submission online and by post to the council.

To ensure maximum engagement, the process was promoted through a variety of communication channels including; council social media outlets, internal staff meetings, and the council website. Fifty-five responses were received in relation to the consultation.

2.3 What the Consultation told us

- **98 % 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.*

- **98% 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.*
- **94 % of respondents agreed with objective three:** - *To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment.*
- **94% 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 2021-2022 to 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 Corporate Plan is a key component of the Council's Integrated Performance Management Framework. The framework consists of a hierarchical set of inter-related plans, which deal with the organisation's delivery of services. 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 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 is designed as a fixed term plan to align with the council's electoral cycle (currently a four-year plan 2020 2024). 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. 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
- **Respect:** Treating each other, our customers and our stakeholders in the same considerate way that we wish to be treated ourselves.
- **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.
- **Innovative:** New and better ways of doing what we do.
- **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 five 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 has 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).

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 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 a 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.

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 2021) 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 2022, the council will publish a self-assessment report setting out how we have performed against the Improvement Plan for 2021- 2022 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.

"I agree with Objective One on the basis that as a young person, how we treat the environment will have repercussions for myself and generations after me. I believe therefore, that it is important we act now and don't treat it like it isn't a top priority..."

Lead Officer: Head of Environmental Services.

Why have we chosen this Improvement Objective?

As we navigate through and ultimately emerge into a post-pandemic era, how we reshape our world will have key implications for our ability to address climate change this decade. The global response to the Covid-19 crisis has had little impact on the continued rise in atmospheric concentrations of CO₂, says the World Meteorological Organization (WMO). This year carbon emissions, have fallen dramatically due to lockdowns that have cut transport and industry severely (carbon emissions fell by 17% at their peak), but this has only marginally slowed the overall rise in concentrations, the scientists say¹ and the overall effect on concentrations has been very small.

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 activity² 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 Climate Change Act, passed in 2008, committed the UK to reducing greenhouse gas emissions by at least 80% by 2050 when compared to 1990 levels. This approach has now been used as a model for action across the world, and is mirrored by the United Nations' Paris Agreement. The next world climate summit (COP26) will be held in Glasgow towards the end of November 2021 and during the last 11 years, the Summit has become a key platform for connecting markets with policies, to flatten the climate curve³.

The intergovernmental panel on climate change 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 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.

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 minimize 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. https://library.wmo.int/index.php?lvl=notice_display&id=21795#.YCJTnzFxc2w

2. <https://climate.nasa.gov/scientific-consensus/>
3. <https://www.worldclimatesummit.org/>
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>

Actions - What are we going to do?

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
1. Plant additional trees at Tullyvar Landfill Site to add to the native woodlands previously created at Magheraglass and Ballymacombs Landfills.	8,800 Trees planted establishing a new native woodland at Tullyvar Landfill Site offsetting an additional 1,400 tonnes per year of Carbon per annum.
2. 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.
3. Manage Landfill Gas emissions at the Tullyvar, Magheraglass and Ballymacombs Landfill Sites.	Reduction of 14,000 tonnes per year of Carbon equivalent per annum and generates an income of £130,000 from the sale of electricity.
4. 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.	All schools in Mid Ulster engaged in programme and pupils well informed on the environmental impacts of their activities.
5. Increase the re-use of Council's technological hardware i.e. it is recycled and re-used.	Establish links to Community partners and opportunities for technology recycling - Forty Council Desktops recycled for safe use and distribution in the Community.
6. Monitor and review air quality across the District to determine whether national air quality objectives are being met.	2020 Air Quality statistics to be compiled and produced as a Report for 2021.
7. Environmental Health Services will control the environmental impacts	Local Air Pollution Prevention and Control (LAPPC) - Conduct

of certain specified industrial activities through an industrial permitting process by inspecting permitted premises to ensure compliance with Environmental permits	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 permits issued by Mid Ulster District Council).
8. Number of homes helped to improve the energy efficiency of their homes - (linkages to affordable warmth).	Help provide Energy Efficiency Advice to 247 homes.
9. Using the Arts to Increase engagement with local schools and wider community of recycling and upcycling.	Junk Art schools programme made available to local schools (60 schoolchildren) and deliver four Arts and Crafts “recycling and upcycling” workshops for the wider public as part of Burnavon Arts Programme.
10. Produce best practice Sustainability Guidelines for businesses applying to construct premises on serviced sites within the proposed Maghera Business Park in terms of the environment and reducing carbon emissions.	Future proofed Sustainability guidelines for the construction of premises on serviced sites within the proposed Maghera Business Park to support a low carbon future.
11. Raise community awareness/resilience of climate crisis and increase participation in practical action for climate friendly/low carbon lifestyles	Review, deliver and further develop sustainability ‘Change one bit’ project (100 participants in programme) and undertake 4 environmental/sustainability/nature conservation activities
12. Increase community involvement in sustainable food growing /gardening/self-sufficiency - leading to positive changes in residents' diet / lifestyles towards low-carbon food production and consumption	Provide practical gardening support and networking opportunities for community gardening/allotment groups across Mid Ulster through the Revised “Mid Ulster is Growing from Home” scheme established- (15 groups involved) and ensure 5 new groups/gardens supported.
13. Create a joined-up approach across all services in order to build a Council framework, addressing the interrelationships between Biodiversity, Habitats and Invasive	Development of new Council framework, which identifies new policies/activity in relation to biodiversity, habitats and invasive species.

Species in order to identify key new policy/enhancement activity.

14. 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.

15. Submit the Draft Plan Strategy for Independent Examination (IE) in 2021/2022, 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.

16. 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.

17. Research and develop a Mid Ulster District Council's Estates Carbon Management Plan 20/21 and by 21/22 develop monitoring arrangements for MUDC properties reference the impact of :

1. • Emissions.
2. • Fossil fuel consumption.
3. • Energy usage.
4. • 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.

18. Develop and agree Hybrid Working as part of flexible working arrangements policy - by September 2021.

Promote Flexible Working opportunities to Staff and potential job applicants while reducing carbon emissions associated with staff commuting.

How will we know?

- Numbers of trees planted.
- Carbon reduction/offsetting (tonnage) per annum.
- 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 2021 Air Quality Report.
- Number of homes helped to improve their energy efficiency.
- Number of participants/groups in Council led environmental/sustainability conservation activities/programmes.
- Submission Draft Plan Strategy.
- Numbers of vehicles replaced in Replacement Fossil Fuel Capital Fleet Programme.
- Number sustainability assessment guidelines, tools developed.
- Estates Carbon Management Plan in place
- Council framework relating to Habitats, Biodiversity and Invasive Species.
- Number of alternative fuels vehicles /diverse plant replacements
- Number of Display Energy Certificate assessments completed.
- Hybrid Working – Flexible Working Arrangements Policy.

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.

“Better broadband connection can accommodate more working from home and less car journeys, freeing up better family time”.

(Mid Ulster Councils Corporate Improvement Objectives Survey Excerpt, April 2021)

Lead Officer: Head of Marketing and Communications.

Why have we chosen this Improvement Objective?

Since the start of the global pandemic, digital technologies has been the driving force for change in how we connect across the globe and with each other. COVID-19 has had an enormous impact on the lives and fortunes of every consumer. It has impacted on the way people live, work, study, have fun, connect, transact and communicate. We are a long way from business as usual these days, as many of us juggle work and home responsibilities, having video conferences interrupted by our kids, dogs barking and kitchen appliances whirring in the background.

The COVID-19 pandemic has also brought about a renewed focus on enhancing citizen and customer experiences, especially as more services must be delivered remotely. Customer experience is especially important for industries such as banking and finance, retail, supply chain, logistics, healthcare as well as local council service delivery and there is now an enhanced need to transform how these 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.

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 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.

Whilst 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 and 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 Four-Year 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.
2. Establishment of a Digital Leadership Team	Create Digital leaders at all levels who are responsible for delivering the Digital Transformation Strategy - ensuring our people are supported and appropriately skilled to embrace a digital culture.
3. Development of a new digital system to support the delivery of Planning.	Bespoke to 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.

4. 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.
5. 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 for all services.

How will we know?

- New digital strategy and action plan in place
- Council Digital Leadership Team 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, Members of Council, Staff from various service areas across Council, digital designers/experts, 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

“Yes addressing the litter problem is very important. So much used PPE is discarded in the streets.”

(Mid Ulster Councils Corporate Improvement Objectives Survey Excerpt, April 2021)

Lead Officer: Head of Environmental Health

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 and 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 space 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 than 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. Develop enhanced enforcement options paper for Council decision-	Standardised pathway for intelligence gathering, higher number of Fixed penalty notices served and benchmark position for Fixed Penalty Notices across all Northern Ireland Councils.
2. Support and promote local community clean-ups and events e.g. Big Spring Clean organised by schools, community groups and sports clubs.	10% increase in number of clean-ups supported in each district electoral area (DEA) across Mid Ulster district.
3. Develop a Community engagement programme for Maghera Walled Garden.	Friends of Maghera Walled Garden established and actively engaged.
4. Co-ordinate and deliver a programme of Town and Village Spruce Up - Deliver 73 grant schemes in 2021/22 and up to 60 schemes in 2022/23.	Contributes to well-maintained towns and villages resulting in a positive aesthetics.
5. Co-ordinated litter/ recycling educational programme in place for participating schools.	Educational programme made available to all primary schools and delivery schedule in place.

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| 6. Develop, manage and deliver a marketing and communication activity plan 2021/22 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. |
| 7. 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. |
| 8. Continue to raise Parks and Open Green Spaces management standards across Council Properties by attaining one additional Green Flag/Blue Standard award by 2022. | Enhancing horticultural, cleanliness, biodiversity, community involvement, and environmental management standards across the Districts recreational spaces. |
| 9. 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?

- Enhanced enforcement options paper agreed by Council
- Number of fixed penalty notices
- Number of community clean ups and events supported
- Number of Town and Village Spruce Ups co-ordinated and delivered
- Number of community engagement programmes developed.
- Number of littering and recycling school programmes delivered.
- Number of schools participating in Forest Schools Programme
- 100% of activities against Marketing /Communication plan completed
- 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, 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.

“This will be even more important to the district post pandemic as it feeds into our local economy”.

(Mid Ulster Councils Corporate Improvement Objectives Survey Excerpt, April 2021).

Lead Officer: Head of Technical Services

Why have we chosen this Improvement Objective?

The additional challenges facing Mid Ulster’s most vulnerable communities due to the coronavirus (COVID-19) pandemic means there has never been a more important time to strengthen the economic, social, and physical wellbeing of our places, lasting effects will be felt for many years to come. 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 addressing the economic downturn and 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 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>.

Actions - What are we going to do?

What are we going to do? (Activities)

1. Undertake the Project management of Council's current committed live Capital Works Programme 2020 - 2024 with an indicative spend < £26m.

What difference will it make? - (Outcomes)

Contribute to the ongoing regeneration of our district.

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| 2. Research, develop and implement a pilot capital project procedural guide. | Efficient management and governance of capital programme. |
| 3. 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 2022. | 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)
 - 3 Public Realm - Coalisland scheme, Design out & Development of Maghera, Magherafelt Phase 2.
 - 13 Major Projects - Maghera LC 3G, Ballyronan, Round lake, Davagh Walks/Trails, Moydamlaght Forest, Maghera HS site, Connecting Pomeroy , Gortgonis Health& Well Being Hub, Railway Park , Reservoirs Projects, MUSA Sports 3G & Running Track, Maghera Walkways, Active Travel Projects,
 - 3 Minor Projects - Portglenone Fishing / walks, Greenvale repairs, DFC Urban Regeneration.
- 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:

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Council Offices
Circular Road
Dungannon BT71 6DT

Telephone: 03000 132132

Email: 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 on a regular basis.

Reference	Statutory Indicator	Standard to be Met (annually)
ED1	<p>The number of jobs promoted through business start-up activity.</p> <p>[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]</p>	210
P1	<p>The average processing time of major planning applications.</p> <p>[An application in the category of major development within the meaning of the Planning (Development Management) Regulations (NI) 2015 (a)]</p>	Major applications processed from date valid to decision or withdrawn within an average of 30 weeks
P2	<p>The average processing time of local planning applications.</p> <p>[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]</p>	Local applications processed from date valid to decision or withdrawn within an average of 15 weeks.
P3	<p>The percentage of planning enforcement cases processed within 39 weeks.</p> <p>[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].</p>	70% of all enforcement cases are progressed to target conclusion within 39 weeks of receipt of complaint.
W1	<p>The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse)</p>	Set Annually by the Department for Agriculture,

	[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)]	Environment and Rural Affairs (DAERA)
W2	<p>The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.</p> <p>[Local Authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]</p>	Set annually by DAERA
W3	<p>The amount (tonnage) of Local Authority Collected Municipal Waste arisings</p> <p>(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]</p>	Set annually by DAERA

Appendix Two - Mid Ulster Council's Corporate Health Indicators

Measure	Target/Standard 2021 - 2022	Responsible Service	Lead
1.0 Economy			
1.1 Number of jobs promoted	210	Economic Development	
1.2 Average processing time for local planning applications	15 weeks	Planning: Development Management	
1.3 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			
2.1 Percentage (%) of waste going to landfill	35%	Environmental Services	
2.2 Percentage (%) of waste recycled	50%	Environmental Services	
3.0 Council Facilities			
3.1 Visitors to Arts/Cultural venues		Arts & Culture	
3.2 Users of Leisure and recreation facilities	1.2 million	Leisure	
3.3 Visitors to Council Offices	NA	Human Resources	
3.4 Number of RIDDOR incidents	NA	Health & Safety	
4.0 Better Responses			
4.1 Freedom of Information (Fol) requests responded to within target	90%	Democratic Services	
4.2 Complaints dealt with within target	90%	Chief Executive's Office	
4.3 Correspondence responded to within target	90%	Chief Executive's Offices	
4.4 Number of online transactions	<17,062	ICT	
5.0 Resident Satisfaction			
5.1 Percentage (%) of Residents content with our services	80%	Marketing & Communications	
5.2 Percentage (%) of residents agree that Council keeps them informed	80%	Marketing & Communications	

5.3 Percentage of Residents agree that Council listens and acts on concerns	80%	Marketing & Communications
5.4 Number of organisations receiving Grant Aid	NA	Community Development
6.0 Staffing		
6.1 Number of Staff (FTE's) on payroll	NA	Human Resources
6.2 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
7.0 Engaged Workforce		
7.1 Percentage of staff satisfied with their current job	80%	Marketing and Communications
7.2 Percentage (%) of workforce who take pride in working for Mid Ulster District Council	80%	Marketing & Communications
7.3 Percentage of workforce who understand Council's priorities and how they contribute to them	80%	Marketing & Communications
8.0 Finances		
8.1 Loans Outstanding		Finance
8.2 Cash Reserves	£10 m	Finance
8.3 Invoices paid within 30 days	90%	Finance