

**Outworking's from Consultation
on
Mid Ulster District Council
Performance Improvement Objectives
2018-19**

May 2018

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Summary

As required under Section 84 of the Local Government (NI) Act 2014 (hereafter referred to as 'The Act'), the Council is placed under a general duty to make arrangements to secure continuous improvement in the exercise of its functions. Part 12 of the Act sets out a series of provisions which the Council should be mindful of in "making arrangements to secure continuous improvement", under section 85, the Council is to identify and set itself corporate level performance Improvement Objective(s) for improving the exercise of its functions and to have arrangements in place to achieve these objectives. Under section 87 of the Act, the Council is also required to consult on our improvement objectives.

This year the consultation exercise ran from the 9th March 2018 to the 27th April 2018 and focused on our proposed objectives (with associated activities) for 2018 -19. Under each improvement objective the Council asked whether respondents agreed with the objective or disagreed with the objective. Respondents were also asked to provide any related commentary they had regarding the proposed improvement objectives.

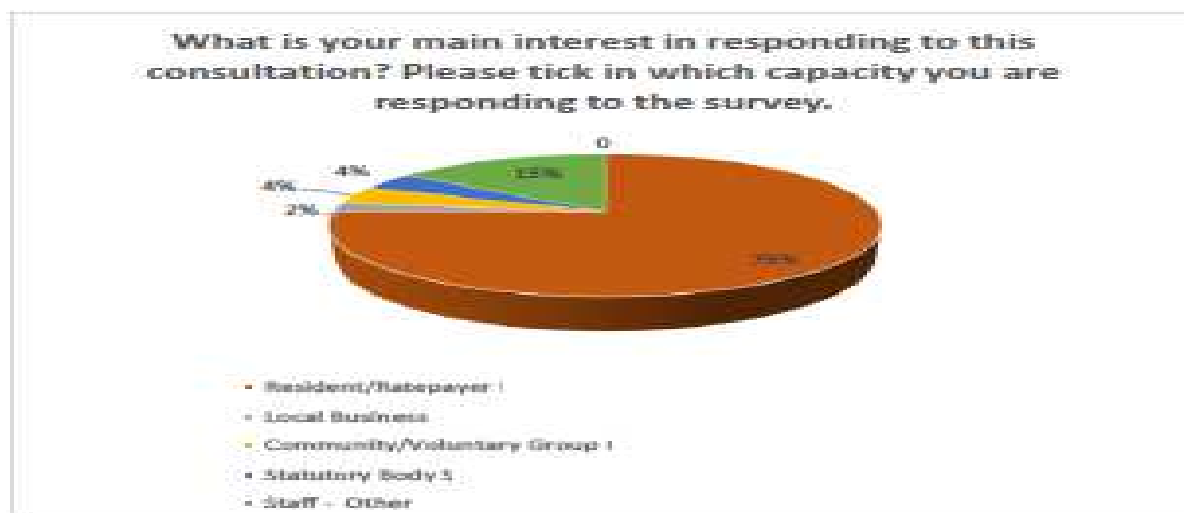
The consultation survey also asked respondents to outline any improvements the council should consider in the future. The final question asked respondents to provide any further comments relating to the draft Improvement objectives

The consultation exercise was promoted via a variety of communication channels including social media, internal staff meetings, our Council website, e-mail and press releases in local newspapers. In total there **were 48 responses**.

QUESTION 1

What is your main interest in responding to this consultation?

Capacity in which responding to survey	Numbers (completed)
Citizen/Ratepayer	36
Local Business	1
Community /Voluntary Group	2
Statutory Sector	2
Other	7 (all staff)



QUESTION 2

Do you agree that the proposed Performance Improvement Objectives are appropriate for our district?

Number of Responses AGREED	43	92 %
Number of Responses DISAGREED	3	6 %
Number of responses skipped question	1	2 %

Improvement Objective One

1. To assist in the growth of the local economy by increasing the number of visitors to our district.

Why we are doing it?

Tourism has been recognised as an economic driver by the Council. Enhancing the role of tourism as an economic activity will require local agencies, stakeholders and residents to understand its' potential to sustain and increase the 3,000 plus tourism and tourism related jobs in the district. The industry currently helps to sustain local facilities such as outdoor visitor attractions, arts centres, cafes and restaurants and assists businesses to realise tourism as a year round sector. Opportunities for tourism growth lie in building on existing and new tourism propositions into a single tourism product or destination by capitalising on Mid Ulster's central position in Northern Ireland, within an hour's drive of the Causeway Coast, North West, Fermanagh Lakes, Belfast and many cross border destinations. The council realises that tourism destinations only succeed when public and private sectors work together and commits which will require a new approach to partnership working and building on previous successes.

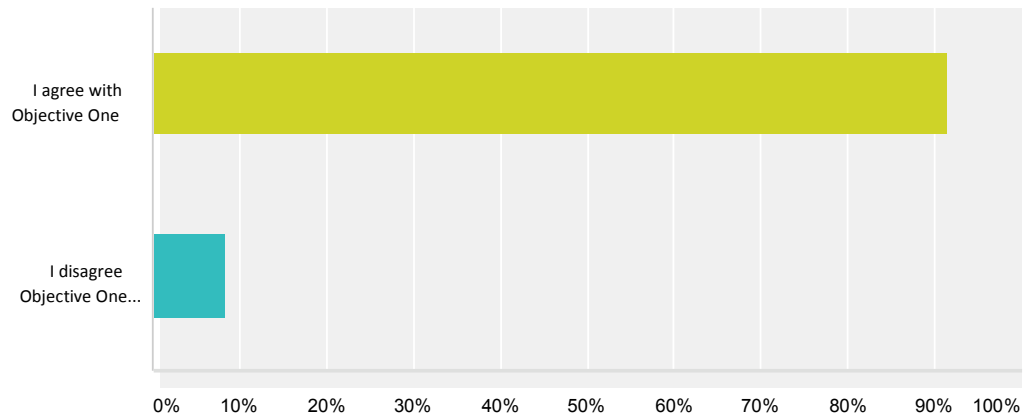
Mid Ulster has scope to grow within the tourism marketplace. A variety of statistics are used to provide a picture of tourism. These include passenger ad household surveys which measure the number of overnight trips and associated expenditure; occupancy surveys of local hotels and commercial accommodation and the visitor attraction survey. During 2015, there were 0.2 million overnight trips to Mid Ulster (3% of Northern Ireland total, resulting in £22 million expenditure (3% Northern Ireland total). In 2016, there were 0.2 million trips, 0.7 million nights and spend of £30 million. In essence, Mid Ulster is a developing destination and as such has not yet fulfilled its potential. The challenge is to bring together Mid Ulster's tourism assets and attributes, support the dispersal of visitor spend and investment across the area and provide an offering for visitors to visit and stay in our district.

Comments: - There were 8 responses in total	
Hard copy	
	NONE
Electronic	
# 04	I think more can be done by the Council to boost the economy than merely bringing in visitors. Local businesses and the third sector can benefit from strategic support to increase productivity and employment.
# 07	I think more creativity would be welcomed to incentivise people to town centres such as Dungannon that aren't solely seasonally based, whether that be anything from antique fairs to regular food markets to showcasing local products and services
# 10	Mid Ulster region does not have a strong enough Tourism offering on which to base this objective on. Focus on attracting employers offering full time jobs, not seasonal minimum wage jobs.
# 15	I think this is extremely important for everyone who lives locally as tourism has seen an exponential increase, if we can tap into new and expanding tourist markets then the trickle effect will help us all. Can local traders also be minded of dog friendly venues and accommodation they are thin on the ground!!
# 23	Question is how to ensure visitors to the District visit and spend in local businesses
# 35	We should be concentrating on domestic visitors/district resident user for our facilities to generate income and a higher service delivery. Concentrate on local spend also.
# 38	I think expenditure should be proportionate to the facilities we have in Mid Ulster i.e. national advertising campaigns can be a waste of money as some facilities will only draw people from a relatively local area. Making Mid Ulster's own residents aware of what is available locally could be more cost effective
# 42	The promotion of local tourism activities, amenities and facilities is a key economic driver for the District. However, such strategic policies must be sustainable in the long term. All MUDC adopted strategies should clearly link into and complement each other – particularly with regard to service delivery at local Tourism locations both established and proposed. The existing Tourism strategy should complement and be tied into the Local Development Plan Strategic Planning Policy; the Community Plan vision and objectives and our Economic Strategy – all documents must link up in terms of Policy aims, visions and objectives abut importantly they must be deliverable on the ground therefore funding from any source must be clearly linked to these strategies so that projects to implement and deliver for people are realistic and sustainable – focus on basic infrastructure delivery in our towns, villages and small settlements.

Improvement Objective One:

One: To assist in the growth of the local economy by increasing the number of visitors to our district.

Answered: 47 Skipped: 1



Improvement Objective Two:

2. To help manage our waste and environment by reducing the amount of waste going to landfill?

Number of Responses AGREED	44	92 %
Number of Responses DISAGREED	4	8 %

Why we are doing it

Landfill is the disposal of waste which cannot be reused, recycled or recovered, into or onto land and forms the lowest aspect of the European Waste framework Directive's waste hierarchy. The landfilling of waste, especially biodegradable waste, can cause environmental damage by polluting the environment and producing greenhouse gases, hence contributing to climate change. We want to move towards a 'zero waste economy' but this doesn't mean that no waste will exist, but rather a society where resources are valued, financially and environmentally. It means we reduce, reuse and recycle all we can, and throw things away only as a last resort. The UK and other EU countries have agreed to reduce the amount of biodegradable municipal waste going to landfill to prevent as far as possible any damage to the environment caused by landfilling.

The European Union's Landfill Directive aims to reduce the amount of waste being sent to landfill by finding ways to recover value from waste and developing sustainable management practices. Disposal to landfill is the least preferred option in the waste hierarchy and should only be used as a last resort after re-use, recycling and recovery options, as an escalating scale of taxation on materials being sent to landfill has made this an increasingly expensive option. This is a poor use of resources and costs our businesses and household's money. We generate tonnes of waste every year in Northern Ireland and all councils are set targets for the amount of waste that goes to landfill and these are lowered every year. The proportion of Northern Ireland's total Local Authority Collected (LAC) municipal waste collected by each council broadly reflects the population within the councils. Mid Ulster reported one of the largest increases of their LAC municipal waste arisings compared with last year, increasing 6.6%. Mid Ulster had the highest recycling rate at 51.6%, an increase of 1.9 percentage points on 2015/16. Whilst the energy recovery rate remained similar between 2015/16 and 2016/17. Waste performance remains challenging for all of the eleven Councils

Comments: - There were 7 responses in total

Hard Copy

NONE

Electronic

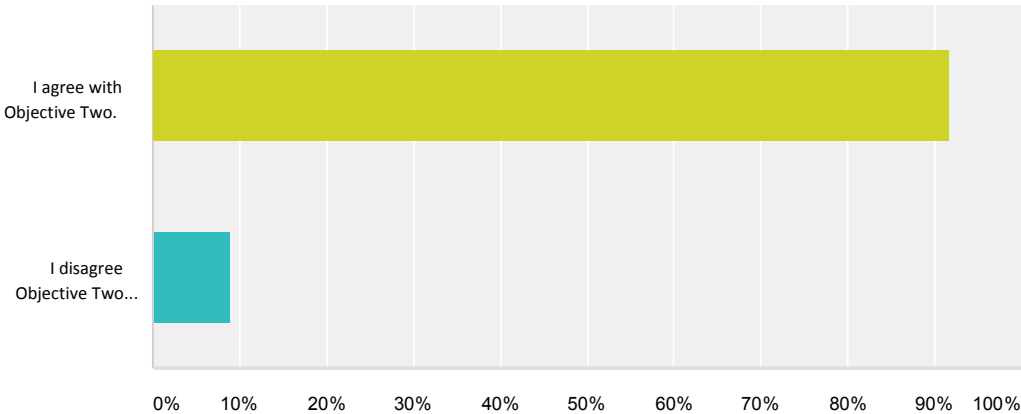
# 04	Reduction of waste going to landfill is important, but so is littering, notably in rural areas where it is a risk to wildlife and livestock, I would like to see a more aggressive anti-litter campaign. I would also like to see continued support for renewable energy schemes such as solar and wind energy
# 15	Can Council combine forces with other agencies to lobby food producers and supermarkets regarding their packing?
# 20	This should be more of a service objective as opposed to a Council Improvement objective

# 35	Key Council lead on improvement of environment. However, more needs to be done to educate local schools and children. While there is a programme on-going it is inadequate.
# 38	There needs to be more action taken on reducing littering and on collecting it from rural roads in particular. There is little or no enforcement action. There is a need to increase the public's ability to recycle when in towns, public buildings and council facilities e.g. parks, play parks, leisure centres, arts centres, council offices etc. – there needs to be recycling bins alongside general waste/litter bins so that the recycling message is being reinforced throughout the Borough and to move people away from thinking it is OK to put recyclable items in general waste. There should also be more direct mailing to households to ensure everyone is receiving recycling information through their letterbox.
# 41	Totally agree that waste and environment should be managed. However, they should be treated as two separate issues with separate indicators. The Wildlife and Natural Environment Act (NI) 2011 places a statutory duty on all public bodies with regard to biodiversity. This duty extends beyond current legislative requirements for protected sites and species and requires all public bodies to further biodiversity. This cannot be measured by reducing the amount going to landfill. To further the conservation of our environment, wider measures must be considered, including an indicator on protected sites in favourable condition and under favourable management would be a step in the right direction. However, it should be noted that a measurement of the area of designated sites is not wholly appropriate as throughout Mid Ulster, many designated sites are in an unfavourable condition. It should also be noted that designated sites only cover a small percentage of Mid Ulster and while indicators relating to designated sites can be valuable, unfortunately they cannot be used as an assessment on the condition of natural environments that occur outside these designated areas. Indicators could be included which would give a wider picture on the state of our environment. There are a number of species surveys (birds, butterflies, plants) undertaken with standardised methodology, enabling results to be comparable through location and time. These would be a useful addition to indicators to measure the state of the natural environment. For Mid Ulster Council to fulfil environmental obligations, and to be seen to be taking our natural environment as a valuable asset, appropriate indicators must be in place to enable appropriate objectives to be measured.
# 42	Waste management is a key issue for the Council but it is only one strand of the wider environmental requirements and responsibilities that the Council has in terms of legal context. The environment has several other strands such as natural Landscape, Designations, Biodiversity; the Historic Environment, protected and designated sites, monuments and landscapes, archaeological sites, listed buildings and structures. The Council should consider investing in a joint up approach to protecting, conserving and enhancing Mid Ulster's environment including landscapes whether urban or rural, natural or manmade. Therefore an additional Improvement Objective should be cross-directorate communication and co-operation in terms of natural, heritage assets for the benefit of the local community, health and wellbeing – that is sustainable in essence – a Mid Ulster Heritage Strategy

Improvement Objective Two:

To help manage our waste and environment by reducing the amount of waste going to landfill.

Answered: 41 Skipped: 0



Improvement Objective Three

3. To improve the accessibility of our services by increasing the number available online

Number of Responses AGREED	43	90 %
Number of Responses DISAGREED	5	10 %

Why we are doing it?

The greater expectations of residents, visitors and businesses in being able to access our services online means we must deliver our services in ways and at times which meet their needs. Based on the growing use of mobile technologies with smartphones now replacing computers for internet use with 65% of all adults using them to go online (Ofcom: Adults media Use and Attitudes Report 2016), increased internet usage with nine in ten adults stating they use the internet on any device in any location and digitisation of services, the council recognises the need to apply technologies to make local services more customer-centric and efficient - where our customers can electronically interact with our services at any time of the day. The council recognises that increasing on-line services improves accessibility, customer journeys and can reduce costs to the ratepayer. It is also important to understand as a Council how new technologies can also help us anticipate customer needs, tailor services to best serve customers and ultimately improve the efficiency of our staff to work effectively for our customers. Our customers, communities and businesses want to experience the Council as an organisation that provides a single seamless journey from initial enquiry right through to the required support. We want to increase the range of on-line transactions, simplify our processes and engage with our customers, whilst providing appropriate support for those who interact with our services in non-digital ways such as face-to-face, written correspondence or by telephone

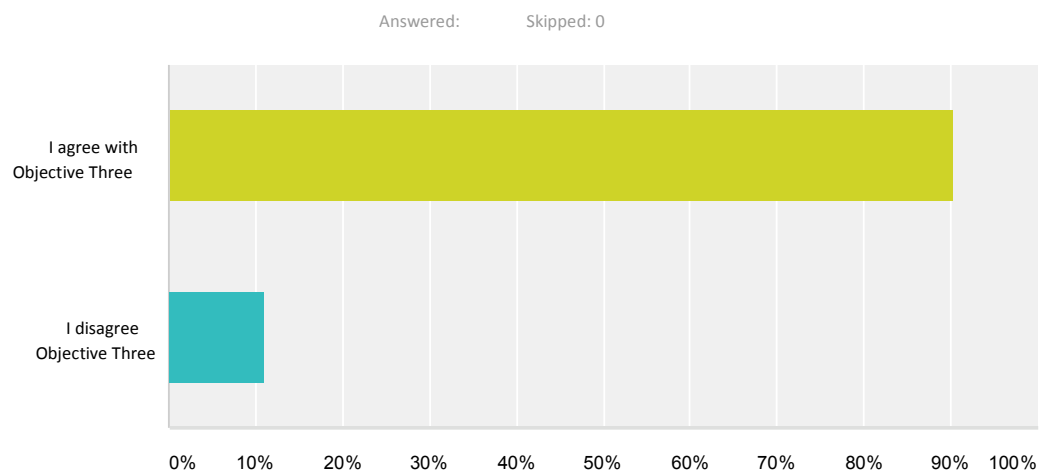
Comments: - There were 8 responses in total

Hard Copy	
	NONE
Electronic	
# 10	Current website is poorly laid out and not focused on provision of online services
# 12	Increasing availability on-line should not shut/close down the possibility of them available for those who are not "on-line" savvy to access services.
# 15	The Council web site doesn't have an area for reporting issues on line and you have to trawl through long lists to find anything it could be more user friendly
# 23	It's more a no Council should be mindful of aging population in District, poor telecommunications, lack of access to technology – for some online services is a hindrance rather than an improvement.
# 32	I live in old Dungannon area and cannot check my bin collection day on the website as this service is only available in Cookstown and Magherafelt areas.
# 35	Only certain services should be available on line. It is important that Council maintain a strong front line service with staff. Mid Ulster has a high % of mature citizen who do not wish to avail of services online.

# 38	Council needs to move with the times and is very much behind in this – buying a household bin, paying for bulky collections, paying for commercial bins and trade waste collections etc. this should all be available online.
# 42	It is vital that there are staff resources to carry out face to face events for all citizens – not everyone has a smart phone or internet access or a reliable one – people like to speak to people and all communications should be multifunctional options for post, office meetings, open frank communication is needed – not a focus on ICT – also Directors and Heads of Service need to listen to local staff officers who work on the ground with people – they know what the needs are and where they are.

Improvement Objective Three:

To improve the accessibility of our services by increasing the number available online.



Improvement Objective Four

4. To support people to adopt healthier lifestyles by increasing usage of Council recreational facilities

Number of Responses AGREED	46	96 %
Number of Responses DISAGREED	2	4 %

Why we are doing it?

The important role that sport and physical activity plays and the availability of accessible, high quality sport and leisure programmes is recognised as enhancing the quality of life, health and well-being of our district's citizens. It is a key to helping the council to build strong and safe communities with active and healthy people. Participation is a major contributor to personal health and wellbeing with the potential to develop personal lifelong physical and social skills. Locally, core wellbeing levels are below Northern Ireland averages and while 80% of the population rate their health as good (Northern Ireland wide those rating their health stands at 79.5%), approximately 20% of the population have life limiting illnesses, in absolute terms long term health issues continue to exert pressure on communities, affect overall health outcomes within communities and create challenges for the delivery of public services. Within our district obesity rates in children and adults are increasing coupled with it being an area with the highest proportion of deaths due to circulatory diseases, points us towards a need to increase participation in local health and well-being programmes. Council wants to help people to adopt and continue to develop healthy lifestyles. We have chosen this objective based on what our local communities have told us, whilst taking into account our identified health inequalities within the district, accessibility opportunities and participation rates

Comments: - There were 8 responses in total

Hard Copy

NONE

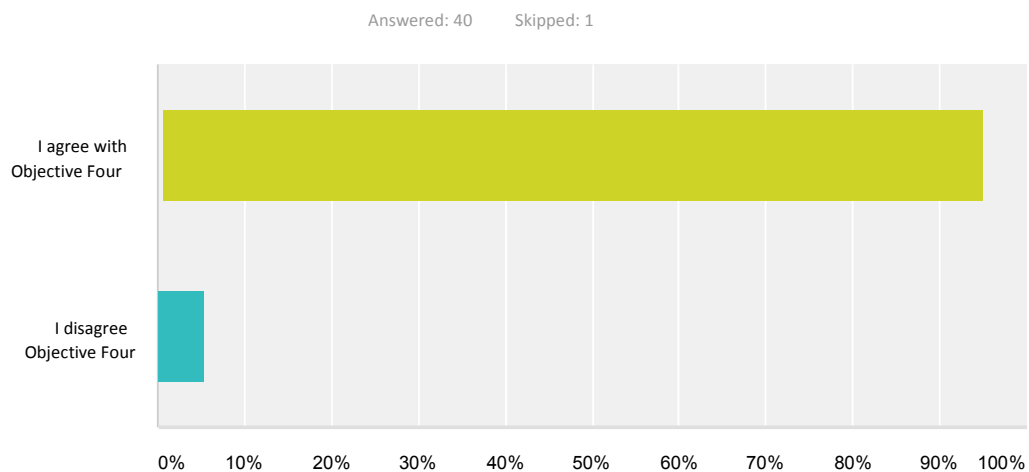
Electronic

# 04	The Council facilities are a mere drop in the ocean compared with the total facilities in the Council district. Why not come up with a scheme to promote healthier lifestyles in conjunction with all health and fitness facilities from gyms to sport clubs to physios to walking groups, to schools to supermarkets, night-time economy...to only promote use of council facilities looks like money grabbing.
# 15	So important especially for our local ageing population.
# 16	Could develop programmes to promote healthier lifestyles that would encourage citizens who a present would not use council recreational sites e.g. short 12 week beginner courses in various disciplines.
# 20	Again, I think this would be more appropriate as a service Improvement objective and not an overall Council Performance objective.

# 35	Yes the Council should have a responsibility for provision of health and wellbeing. This should be supported through the services of leisure centres, sport centre, art centres and programmes. However the community support funding given to groups should be monitored and programmes delivered by Councils must demonstrate value for money, to many services throwing money at programmes with little or no return. Council events are also a key however there are way too many and the levels of funding needs to be shared out across the district.
# 38	I do not see this as a council function, rather something that should be tackled by central government/health promotion agency/health trusts. Yes Council should continue to provide recreational facilities that are well used and cost effective and to promote the facilities available but more from a perspective of being financially efficient, rather than trying to tackle a social issue that it is not well suited to address.
#39	Really important to retain our local leisure centres, especially swimming pools where most of our children are taught at a reasonable rate how to swim.
# 42	Positive promotion of existing recreational , leisure and outdoor facilities and activities is needed – however the issue of accessibility and connectivity needs addressed focusing in people first strategy i.e. walkable neighbourhoods, estates', pedestrian and cycle networks linking residential estate to schools and places of education – safe routes to school identified via the Local a Development Plan and the Community Plan and the Village Plans; funding sources to support this, identifying and implementing greenways using river corridors, historic infrastructure old railway lines, canals – make existing facilities and amenities more accessible and connected for people and focus on linkages between what we already have.

Improvement Objective 4:

To support people to adopt healthier lifestyles by increasing usage of council recreational facilities.



QUESTION 3.

Please outline any improvements that you feel could be made by Mid Ulster Council in the future

Comments: - There were 19 responses	
Hard Copy	
	NONE
Electronic	
#01	Litter a big problem. Planning takes a long time to go through
#02	Bellaghy Park is so underdeveloped and dated especially with the tourists that are visiting the Seamus Heaney HomePlace the park is an embarrassment along with Newferry so much more could be done also.
#04	Councillors need to engage with residents on the doorstep at times other than while canvassing for election, people need to feel heard they need to feel that they are valued enough for someone to ask their opinions. Perhaps consult people at the supermarket using suggestion boxes.
#06	More green public spaces
#08	Need more links with community groups
#12	Litter picking on some of our main road routes within the area
#13	Upgrade to play park at Dungannon Park, much better playparks in other towns and for such a brilliant park as Dungannon Park, the Play park really needs improved
#14	Improved access to transport in the rural community
#15	Signage at some of the offices is confusing as not all your services are in one building
#16	In promoting tourism, increase awareness to local people of what is available within the district. Upgrade and utilise sites to encourage staycations, such as Fivemiletown Round Lake. Anti-social behaviour needs to be tackled to encourage campers/caravanners back
#17	Better Leisure Centre – new site would be preferred space for outdoor activities (4G pitches and tennis courts etc.)
#28	To increase usage of Council recreational facilities I would suggest a fee that would cover a number of facilities. For example if there are young children at a birthday party/sports club training session in Meadowbank but a parent has a membership in the Greenvale Leisure Centre that parent has to spend extra money to avail of the fitness facility at Meadowbank. I would suggest various tiered options that would cover a number of different leisure facilities in the council are. I would also suggest a discounted family rate for members of staff, some of whom are not highly paid but take pride in the job they do for the Council and would then be encouraged to use the leisure facilities as a family. This would be most welcome amongst all members of staff.
#31	Better accessibility to leisure services on Sundays (earlier openings) and Bank holidays

#32	Making services such as a bin checker available to entire mid ulster area
#38	Reducing the cost of recycling bins for householders – the cost of recycling bins is a barrier to increasing recycling. More community events throughout the district to promote Council services to the average resident – so many people have no idea what the Council does for Mid Ulster save collect litter and empty bins. It would be good to see Council management/chief executive consult directly with the residents they aim to serve
#40	Improve mobile phone/broadband/Wi fi coverage
#42	* Heritage Strategy for the Historic Environment linking Heritage-led Tourism, Regeneration, Economic Development, Re-use of existing historic fabric within villages and small settlements which is vacant and underutilised ; consider supporting the setup of local heritage trusts / social organisations and the theory of community shares and asset transfer; link funding to projects at a strategic level – Mid Ulster Council should be the lead in terms of collaboration and cooperation in terms of Central Government Funding Streams for Regeneration both Urban and Rural – to deliver local projects at local level for local people – particularly in our villages and small settlements. Enable and promote self-sufficiency of local communities through community ownership of trading enterprise – “the Plunkett Foundation”, Architectural Heritage Fund – local officers in NI – link funding to policy to places and communities
# 44	More recycling within Council facilities
# 45	More engagement with schools to encourage our young people to live healthier lifestyle and contribute more to our environment

QUESTION 4

Please use the following space to provide any further comments relating to the draft Corporate Improvement objectives

Comments: - There were 4 responses	
Hard Copy	
#	NONE
Electronic	
# 02	I would like to see value for money regarding my rates and extortionate amount of money for very little service.
# 07	More information at schools regarding waste/recycling/reusing
# 38	It is good to see Council providing a means of gathering public opinion on the objectives they are aiming to meet.
# 42	Improve communication, cooperation and shared objectives between departments/directorates – share and combine resources and knowledge to deliver public services and sustainable economic development for the people, local community and health and wellbeing.

Mid Ulster District Council

Corporate Performance Improvement Plan

2017-18 and 2018-2019

Year Two

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Foreword

This is the updated Performance Improvement Plan which sets out our aims and priorities for 2018 – 2019, how we will meet those priorities and how we will measure the difference we make. Our Performance Improvement Plan sits within a hierarchy of plans and strategies to provide focus and direction on the council's delivery of services. This plan is reviewed annually and this is the 2018 update.

The Performance Improvement Plan does not cover everything that we do. It focuses on a combination of issues that matter most to people, the priorities set as part of the District's Community Plan with our partners, and the unique challenges facing the District.

We are grateful for the continued support and input from our workforce, trade unions, partners and community organisations. The many responses we received to our consultation with service users and the wider communities have certainly helped shape our decisions and without this level of engagement, we are in no doubt that our task would have been more difficult.

We will publish an annual report describing the progress we've made against the priorities set out in this plan. We want communities to feel supported, have a say in what is provided for them locally and feel that they play a key role in local service delivery. In an era of continued budgetary pressures, growing demand and increased expectations it is important we are clear about what we want to achieve now and in the future.

1 INTRODUCTION

This improvement plan is Mid Ulster District Council's response to delivering on its duty under the Local Government (NI) Act 2014 (the Act) to secure continuous improvement. Every year the council prepares and publishes a Performance Improvement Plan setting out its arrangements for underpinning continuous improvement through a set of improvement objectives for improving how it carries out its functions. This plan spans a two year time frame with actions, measures and targets reviewed in March 2018 and provides an overview of year two plan.

The plan is supported by service plans (which demonstrate planned improvements in our day-to-day activities) and corporate project plans, where we are seeking to bring about improvement across the council. The council will judge its success by monitoring progress against the activities, outcome indicators, projects and targets contained within this improvement plan, which will help us measure the difference made to local people.

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 2017-18 & 2018-19 Performance Improvement Plan to ensure the plan's publication as soon as practicable following the 1st April 2017, in line with Department for Communities guidance.

The process of developing the Council's improvement objectives involved engagement between Senior Management and Heads of Service culminating in a workshop in February 2017. This engagement identified 19 potential areas for improvement across the council from which 4 proposed improvement objectives were identified for consideration and approved by elected members as a focus for continuous improvement.

To lead the delivery of our improvement objectives council established project teams to drive the objectives forward; under the direction of a Senior Responsible Officer from senior management team, 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 2017 Policy & Resources committee meeting for public consultation.

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

At the end of the 2017/18 financial year the Senior Responsible Officers of the four performance improvement projects, undertook reviews of the projects and their progress; whilst also undertaking a revision and updating any new objectives and associated activity/measures in order to "refresh" the projects commitment to performance improvement and to ensure continued relevance. The review of the projects, along with other statutory and corporate

indicators will be reported by the 30th of September in Council's Annual 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 the 9th of March to the 27th of April 2018. 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, the council website and local press releases. 48 responses were received in relation to the consultation.

2.3 What the Consultation told us

- 92% of respondents agreed with Objective 1: *To assist in the growth of the local economy by increasing the number of visitors to our district*
- 92% of respondents agreed with Objective 2: *To help manage our waste and environment by reducing the amount of waste going to landfill*
- 90% of respondents agreed with Objective 3: *To improve the accessibility of our services by increasing the number available online*
- 96% of respondents agreed with Objective 4: *To support people to adopt healthier lifestyles by increasing the usage of Council recreational facilities*

With such significant support for the four proposed improvement objectives, together with additional commentary provided, the council has developed its 2018-19 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 OUR IMPROVEMENT OBJECTIVES 2018-2019

3.1 Our Improvement Objectives 2017-18 and 2018-19:

1. To assist in the growth of the local economy by increasing the number of visitors to our district
2. To help manage our waste and environment by reducing the amount of waste going to landfill
3. To improve the accessibility of our services by increasing the number available online

4. To support people to adopt healthier lifestyles by increasing the usage of Council recreational facilities

3.2 Improvement Aspects and Further Guidance

Each corporate improvement objective has been developed to focus improvement on at least one of the seven improvement aspects detailed in the 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.

3.3 Community Plan

The improvement objectives have been developed to align with the district's Community Plan and our Corporate Plan (2015-2019), whilst being influenced by regional strategies and areas identified by council services which are a focus for improvement throughout 2017-18 and 2018-19. The Community Plan aims to improve the wellbeing of the Mid Ulster district. An engagement with communities, partners and other stakeholders was undertaken on the development of the new Community Plan framework at a district level and through local forums. This engagement process has led to the development of 5 themes and 15 associated outcomes within the District's Community Plan.

3.4 Statutory Indicators

In addition to the 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. These are also set out as Appendix 1 to our plan, with associated performance improvement activity.

For the last two 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 and 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

The Council has developed a suite of Corporate Indicators during 2017 to 2018 and 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 updates are reported to Senior Management and Council on a regular basis. Progress made against the corporate performance indicators will be reported in Council's Annual report.

The council is also 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.

3.6 Equality

The council is committed to fulfilling its obligations under Section 75 of the Northern Ireland Act 1998. This commitment is demonstrated by allocating the appropriate time, people and resources to fulfil our equality duties. The Equality Scheme commits us to implementing our duties effectively and in a timely way alongside implementing this Improvement Plan. Without impacting upon our obligations, when carrying out our equality duties we will also take into account the desirability of promoting good relations between people of different religious belief, political opinion or racial group. We are also required to take into account the need to promote positive attitudes towards people with a disability and encourage the participation of people with a disability in public life. Mid Ulster District Council are committed to fulfilling our disability duties and we set out how we intend to do this in our disability action plan.

4.0 DELIVERY & SCRUTINY OF OUR IMPROVEMENT OBJECTIVES

A series of processes and policies are used by the council to inform how it delivers effective services to its communities. This helps the council to plan, govern and drive service delivery. The following provides information on these key processes and some activities which we have been involved in strengthen them.

4.1 Service Planning, Managing Risk and Improvement Reporting

The Council's service improvement planning process establishes clear links between the District Community Plan, Corporate Plan priorities, 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 member of senior management team, documenting clear milestones, activities, resources and associated risk mitigation. Each plan also identifies who 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 will be regularly reported to Senior Management and Council, along with statutory performance indicators and the suite of corporate 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.

A mid-year report (April to September 2018) 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 2018, the council will publish a self-assessment report setting out how we have performed against the Improvement Plan for 2017-18 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 to challenge and examine its performance and effectiveness.

The Local Government Auditor (LGA) in November 2017, confirmed, following an audit and assessment of council's performance improvement responsibilities, that it had 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 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 1

5.1 *To assist in the growth of the local economy by increasing the number of visitors to our district*

"I think this is extremely important for everyone who lives locally as tourism has seen such an exponential increase, if we can tap into new and expanding tourist markets then the trickle effect will help us all".

(Resident; Mid Ulster Councils Corporate Improvement Objectives Survey; May 2018)

Link to District Community Plan Theme: *Economic Growth*
We have more people working in a diverse economy

Link to Corporate Plan Theme: *Sustaining our Environment*
Realising tourism potential of Mid Ulster, being clear upon the opportunities and targeting resources.

Performance Improvement Aspects which this improvement objective aims to deliver against
Strategic Effectiveness, Service Quality, Service Availability, Efficiency, Innovation

Lead Officer: *Director, Business & Communities.*

Why have we chosen this Improvement Objective?

The economy of the District is at the heart of our thinking. A strong, vibrant, enterprising economy will provide quality jobs for our young people, create and nurture local companies and attract leading businesses to Mid Ulster. We all know that Mid Ulster provides a natural attraction for thousands of visitors every year. Tourism has been recognised as an economic driver by the Council. We need to build on our considerable strengths and make it a place to live, work and visit.

Enhancing the role of tourism as an economic activity will require local agencies, stakeholders and residents to understand its' potential to sustain and increase the 3,000 plus tourism and tourism related jobs in the district. The industry currently helps to sustain local facilities such as outdoor visitor attractions, arts centres, cafes and restaurants and assists businesses to realise tourism as a year round sector. Opportunities for tourism growth lie in building on existing and new tourism propositions into a single tourism product or destination by capitalising on Mid Ulster's central position in Northern Ireland, within an hour's drive of the Causeway Coast, North West, Fermanagh Lakes, Belfast and many cross border destinations. The council realises that

tourism destinations only succeed when public and private sectors work together and commits which will require a new approach to partnership working and building on previous successes.

In 2016 the number of trips to the district stood at 0.2 million, with 0.7 million nights and a visitor spend of £30 million. In essence, Mid Ulster is a developing destination and as such has not yet fulfilled its potential. The challenge Council, relevant stakeholders and our Community Planning Partners face is to bring together Mid Ulster's tourism assets and attributes, supporting the dispersal of visitor spend and investment across the area and providing an offering for visitors to visit and stay in our district.

What have we done so far?

- The Council has successfully applied and secured £500K in the Department of Agriculture, Environment and Rural Affairs (DAERA) and £250K from Landfill Communities Fund for a "Dark Skies Observatory and Visitor Centre" at Davagh Forest. The £1 million pound project demonstrates the Council's commitment to optimising the tourism product for Mid Ulster and builds on the national and international success of the launch of the Seamus Heaney HomePlace.
- During 2017/18 Council Visitor Information Centres achieved an average 90% rating score from the mystery shoppers visits.
- Two Council staff members have successfully attained World Host qualifications and are now licensed, this has seen the delivery of World Host training for the local Tourism Trades, with 5 local businesses and ten trade staff within the Clogher Valley attending learning and development sessions.
- A local tourism trade hub has been completed and went live and training sessions have been delivered for local tourism businesses. The hub offers useful material on how to grow and promote your business and a forum for discussion with other like-minded people. With easy to navigate tabs separating all the material provided into sections, the website is designed to help quickly locate all the information site visitors need. Queries are dealt with by simply using the Ask an Expert or Contact Us tabs and help will be at hand. An up-to-date business directory that can be searched by business type or name is another handy tool.
- Carleton Trail (a waymarked walk of just under 30 miles for driving, walking, cycling) has been upgraded and launched alongside a self-guiding virtual app for the trail.
- Twenty Council Corporate events attracting audience figures of 93, 793 were undertaken over the last twelve months; an increase in audience attendance of 3.9% over the previous year's figures.
- The number of local tourism trades staff upskilled in 2017/18 was in excess of 60 and included workshops and training programmes as varied as Promoting Tour Packaging, Promoting Sales and Enhancing Communications, Promotion through Attendance at Trade/Consumer Exhibitions/Shows and ten businesses signed up for a IT Skills and Social Media Mentor Programme.
- Staff and trades within the district attended 5 consumer shows during the year. Local trades were able to avail of space and the marketing/promotional "bounce" from Council's promotional stands at the consumer show events, which ranged from

attending Holiday World (in both Belfast and Dublin), Garden Show Ireland (in Antrim), Balmoral Show, Clogher Valley Show and the Bloom Show in Dublin. In total 33 trades promoted their products services through the exhibition/promotional space.

Actions - What are we going to do?

What are we going to do?	Timescale	What difference will it make?
Visitor Information and Interaction		
1. Develop Corporate Visitor Information Centre (VIC) action plan in order to improve the quality and quantity of VIC's in the district.	March 2019	Enhance and extend visitor information centre offering.
2. All Council VIC's to obtain Tourism Northern Ireland's Minimum standard and achieve 90% positive rating from mystery shopper surveys	March 2019	Centres achieve industry excellence standard and improves their mystery shopper scores.
3. As part of 5 year strategy achieve " <i>World Host Destination Status</i> " for two areas within the District: (i) Clogher Valley by 2021 (ii) Review Cookstown/Coalisland by 2019 and prioritise one destination.	March 2021	Introduce a destination wide focus on quality and service delivery
	March 2019	
4. Mid Ulster to adopt a "Digital First" approach to Tourism delivery, marketing & promotion through implementation of digital content channels and a tourism portal	March 2019	Industry leading utilisation of digital and content channels
Improve & Increase visitor experience		
5. Baseline current Council's Heritage, Culture & Arts facilities, Visitor Attractions, Tourism Related Facilities and their associated product in relation to current visitor experience and journey.	October 2018	Increased understanding of customer experiences, customer journeys and customer offerings.

6. Develop a plan to improve the visitor experience at Council's Heritage, Culture & Arts facilities, Visitor Attractions and Tourism Related Facilities.	October 2018	Focused and innovative tourism facilities and products.
7. Lead the Heritage Lottery Fund £3 million " <i>Heart of Ancient Ulster</i> " Project Phase One.	November 2018	Development of Landscape Community Plan to include new and evolving products, services
8. Complete the Phase 2 upgrading of " <i>US Grants</i> " to achieve 4/5 star Tourism NI grading and increase visitors by 2,000 by 2019	March 2019	Creation of high quality memorable experience to include redevelopment and improvement of product to wider audience.
9. Deliver 20 Corporate Strategic events across the district per annum and increase attendance figures by 5% by 2019.	Annually March 2019	Attract and grow hallmark events, raising the profile of the area and bringing economic benefits to the district.
10. Undertake a series of travel industry shows and familiarisation visits to upskill trade staff in sales promotion	Annually March 2019	Enhance brand promotion, product visibility and upskill local tourism trade on a world stage.
11. Support & engage the Tourism Development Group and established 5 tourism cluster groups	Bi-monthly	Places tourism as an economic driver in the Mid Ulster Economy by creating stronger partnerships.
12. Achieve as a minimum 4 and 5 star visitor attraction grading's for <i>Seamus Heaney HomePlace, Burnavon, Ranfurly House & Hill of the O'Neill</i> (As designated by Tourism NI) by 2020.	March 2019	Attainment of excellence standard ratings scheme recognised by the tourism industry
13. Establishment of an inter service Working Group between Arts, Culture and Tourism teams and establish joint working priorities/schedule of work	June 18	To establish synergy of working practice and communications within Councils Culture & Arts and Tourism Services
14. Establish a single Arts, Culture and Heritage Advisory Group for the Mid Ulster Region	March 2019	Assists in the Growth of the Arts, Culture and Heritage sector by promoting participation and supporting networking.

How will we know?

- Number of visitors who participate in and access Council tourist, cultural facilities and natural attractions.
- Increased visitation numbers due to Corporate events by 5% to 2019
- Number of new visitor experiences launched.
- Number of Operators and Centre's accredited under recognized quality schemes
- Increased visitor satisfaction
- Increased visitor spend
- Number of reports and plans developed
- Number of Tourism Development Group Meetings
- Number of visitor attraction upgrades
- Number of trade staff upskilled

Visible improvement residents, businesses or visitors expect to see

Delivering a destination wide focus on excellent customer care, intelligent quality information, enhanced product development and improved access at our Visitor Information Centres. Engaging with our tourism partners, and local traders through participation opportunities in trade and industry shows/events and availing them of acquiring accredited quality schemes and training, thereby placing tourism as an economic driver, by attracting investment, visitor numbers and tourism spend into the Mid Ulster economy.

Partnerships: Who do we need to work with?

Tourism NI, Tourism Ireland, DfC (Historic Environment Division), NISRA, National Trust, Transport NI, Sport NI, Sperrins Gateway Partnership, Ancient Heart of Ulster, Lough Neagh Partnership, Tourism Development Group, DAERA, Councillors, Strategic Arts Partners, Mid Ulster residents and visitors, schools, colleges, universities, Arts Culture & Heritage groups, local traders, and local authorities

What risks do we need to manage?

Risk	Mitigation Activity	Risk rating
Failure to reach Milestones identified within timeframes	Regular internal meetings and delivery team structures with identified project leads to ensure timely achievement of milestones identified	Low
Failure to secure adequate resources to deliver proposed activity	Ensure all activity is adequately resourced and secured observing the appropriate internal protocols and procurement processes	Moderate

Improvement Objective 2

5.2 To help manage our waste and environment by reducing the amount of waste going to landfill

“Reduction in waste going to landfill is important, but so is littering, notably in rural areas where it is a risk to wildlife and livestock. I would like to see a more aggressive litter campaign”.

(Resident; Mid Ulster Councils Corporate Improvement Objectives Survey, May 2018)

Link to Community Plan Theme: *Infrastructure*

We are better connected through appropriate infrastructure

Link to Corporate Plan Theme: *Delivering for Our People*

High performing services focused on customer and value for money

Performance Improvement Aspects which this improvement objective aims to deliver against
Strategic Effectiveness, Service Quality, Service Availability, Sustainability, Efficiency, Innovation

Lead Officer: *Director, Environment & Property*

Why have we chosen this Improvement Objective?

The UK has agreed to reduce the amount of biodegradable municipal waste going to landfill to prevent as far as possible any damage to the environment caused by landfilling. Legislation aims to reduce the amount of waste being sent to landfill by finding ways to recover value from waste and developing sustainable management practices. Disposal to landfill is the least preferred option in the waste hierarchy and is only be used as a last resort after re-use, recycling and recovery options, as an escalating scale of taxation on materials being sent to landfill has made this an increasingly expensive option. We generate tonnes of waste every year and all councils are set targets for the amount of waste that goes to landfill and these are lowered every year. During 2016/17 the Council only used 73.09% of its NI Landfill Allowance Scheme allowance (14,509 tonnes) of biodegradable local authority collected municipal waste permitted to be landfilled, placing it 4th in overall performance out of 11 Councils. It will be challenging but the Council wants to further reduce this amount.

What have we done so far?

We currently have data for the amount of household waste landfilled for Mid Ulster District Council for the period April 2015 to December 2017. In 2015/16 the Council landfilled 38.01% of all its household waste. For the 2016/17 fiscal year the corresponding figure was 36.13%. In the calendar year 2017 the Council landfilled 29.88% of its waste. Whilst this may appear to be a 8.13% reduction in the amount of waste going to landfill this must be set against an overall

increase in the total amount of household waste collected in excess of 4,000 tonnes or 5.8%% against a reduction in the tonnage landfilled of 4,500 tonnes (16.83%). Essentially, against a background of waste growth the Council is basically running to stand still. Clearly the closure of Magheraglass Landfill Site contributed significantly to this achievement.

Actions - What are we going to do?

What are we going to do?	Timescale	What difference will it make?
<p>1. Recycle/compost at least 52% of household waste by:</p> <p>Processing additional residual waste by diverting waste from landfill and extracting more recyclates</p> <p>Diverting residual waste to other waste streams</p>	March 2019	Recycling is more sustainable than landfill. The overall cost of recycling is lower than landfill and creates greater economic benefits
2. Restrict the amount of Household Waste landfilled as a percentage of total amount to no more than 30% (25,000 tonnes)	March 2019	Demonstrates the Councils commitment to Sustainable Development and the Circular Economy
3. Ensure that our Northern Ireland Landfill Allowance Scheme (NILAS) annual allocation of 18,032 tonnes is not exceeded.	March 2019	Demonstrates the Councils commitment to Sustainable Development and the Circular Economy
4. To complete capital/project works necessary for the final closure and capping of Magheraglass Landfill Site.	Complete Capping by October 2018	Demonstrates the Councils commitment to environmental regeneration, Sustainable Development and the Circular Economy
5. Mothball Tullyvar Landfill Site in conjunction with Fermanagh & Omagh District Council	October 2018	Demonstrates the Councils commitment to environmental regeneration, Sustainable Development and the Circular Economy
6. Complete construction of the Waste Transfer Station at Drumcoo Recycling Centre, Dungannon in preparation for the Closure of Tullyvar Landfill Site	August 2018	Demonstrates the Councils commitment to a more sustainable waste collection service by reducing vehicle mileage and by bulking waste close to its source
7. To deliver the annual Recycling Awareness Communication Plans to local schools and communities	March 2019	More awareness of schools and communities to the environmental and economic benefits of landfill diversion and recycling

How will we know?

Measure	Comparative Performance 2016/2017	Comparative Performance 2015/2016	Current Performance 2017	Target for 18/19
How Much Did We do? (number)				
Tonnes of Household Waste Landfilled	26,514.04 t	26,745.19 t	22,244.89 tonnes	22,015.22 tonnes (based on 2016/2017 total)
How Well did we do It? (%)				
% of Household Waste Landfilled	36.13%	38.01%	29.88%	30%

Visible improvement residents, businesses or visitors expect to see

A high media profile in relation to recycling, composting and food waste segregation and collection. Delivery of recycling and waste awareness sessions within local schools and communities. A completed Waste Transfer station at Drumcoo. A reduction in the wider environmental impacts of landfill particularly in the proximity of Magheraglass and Tullyvar landfill sites (Tullyvar closure).

Partnerships: Who do we need to work with?

Other Councils, Private sector waste management companies and Northern Ireland Environment Agency, schools, and local communities.

What risks do we need to manage?

RISK	Mitigation Activity	Risk rating
Failure to meet statutory landfill diversion and household waste recycling targets	(1) Contracts in place for treatment of residual waste arising and processing of recyclable material across Council area (2) Network of Recycling Centres in operation across Mid Ulster (3) Environmental Education Programme delivered across local schools, community groups etc.	Low

	<p>(1) Reporting of landfill diversion and recycling performance via Waste Dataflow system</p> <p>(2) Extension of bio-waste kerbside collections, improvements to Recycling Centres to increase recycling materials being collected.</p> <p>(3) Implementation of Recycling Environmental Education Awareness Communications Plan</p>	
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Improvement Objective 3:

5.3 To improve the accessibility of our services by increasing the number available online

“Only certain services should be available on line. It is important that council maintain a strong front line service with staff. Mid Ulster has a high percentage of mature citizens who do not wish to avail of services online.”

(Resident; Mid Ulster Councils Corporate Improvement Objectives Survey, May 2018)

Link to Community Plan Theme: *Health and Wellbeing*

We have better availability to the right service, in the right place at the right time.

Link to Corporate Plan Theme: *Delivering for Our People*

Increase Access to services and customer experiences across the district.

Performance Improvement Aspects which this improvement objective aims to deliver against
Strategic Effectiveness, Service Quality, Service Availability, Fairness, Efficiency, Innovation

Lead Officer: Director, Finance

Why have we chosen this Improvement Objective?

Our customers, communities and businesses want to experience the Council which provides a single seamless journey from initial enquiry right through to the required support. The council wants to increase the range of on-line transactions, simplify our processes and engage with our customers, whilst providing appropriate support for those who interact with our services in non-digital ways such as face-to-face, written correspondence or by telephone. We will not leave anyone behind, however, over time, the success of better designed digital services will allow Council to reduce the scale and profile of less convenient, less effective and less efficient contact methods

What have we done so far?

- Report on the Analysis/Examination of good/next practice of online services developed
- Review and assessment of Council's online service provision undertaken and proposals for improved user interface, securing digital efficiencies and additional digital online service provision paper in place.
- Online facility to pre-pay commercial waste at the main recycling centres – procured, installed and due to be fully implemented by the end of summer 2018.
- The numbers of customers utilising the online dog licensing portal has increased by just under 40% in year.

- The numbers of customers successfully utilising the new online Building Notices and Regularisation Applications has seen just under 15% of applicants use the new portal
- A new “Council Direct” online service was launched where members of the public can now request Building Control Inspections.
- An ‘E- orders’ automation module now in place and Council has commenced issuing electronic orders to suppliers.
- Greenvale Leisure Centre’s smooth transition back into council in the month of September ensured that online leisure service bookings were still available.
- A local tourism trade hub has been completed and went live and training sessions have been delivered for local tourism businesses. The hub offers useful material on how to grow and promote your business and a forum for discussion with other like-minded people. With easy to navigate tabs separating all the material provided into sections the website is designed to help quickly locate all the information site visitors need. Queries are dealt with by simply using the Ask an Expert or Contact Us tabs and help will be at hand. An up to date business directory that can be searched by business type or name is another handy tool.
- Carleton Trail (a waymarked walk of just under 30 miles for driving, walking, cycling) has been upgraded and launched alongside a self- guiding virtual app for the trail.
- All our Council £30K plus Tenders are now advertised online on e-TendersNI
- Council’s ‘Binovation App’ has been extended to enable citizens to report dog fouling, graffiti and litter directly to Environmental Services

Actions - What are we going to do?

What are we going to do?	Timescale	What difference will it make?
1. Create operational online service to commission and pay for Bulky Household Collections	March 2019	Ease of customer service bookings
2. Implement an online facility to pay invoices	June 2018	Mid Ulster Website operating a payment interface for the customer
3. Implement an online facility to submit service requests for Environmental Health (EH) Complaints and EH Registrations	March 2019	Reduced administration for back office systems and processes.
4. Consistent presentation of online services	June 2018	Consistently presented online services which are easily found,

		user friendly and responsive to mobile devices.
5. Increase online leisure activity bookings across facilities.	September 2018	Consistent online leisure facility offering
6. To continue working with other councils on a new Planning portal and to provide key staff to the project as required, Portal proposed implementation 2020	April 2020	Progress made on new planning portal
7. Provision of Digital Heaney Experience (formerly Trails)	December 2018	The addition of an engaging digital experience for tourism industry, visitors and citizens across mid ulster
8. Provide work placement opportunities online	September 2018	Consistent and online advertisement of work placement opportunities
9. Create a new Economic Development Portal online presence for businesses	March 2019	Improved accessibility to all Council's Economic Development online services
10. An annual increase of 2.5 % p.a of no. of online dog licences issued and Building and Regularisation Applications	March 2019	Increase utilisation of current online facilities for Dog Licensing/Building Notices and Regularisation Applications.
11. To develop a Council-wide "Digital First" customer engagement and communication plan	January 2019	A more digitally-enabled, consumer facing organisation with a more digitally engaged population

How will we know?

- *Percentage progress against "Online accessible services project plan" by March 2019*
- No. of Additional Online Council Services; such as report it, pay for it, book it and request it online
- No. of customers completing transactions online
- No. of electronic orders issued
- No. of invoice payments received
- % increase in online Dog Licensing and Building Control Regularisation applications
- No. of work placements advertised online
- No. of tenders advertised online

- No. of apps available.
- No. of digital projects completed
- No. of Portals developed

Visible improvement residents, businesses or visitors expect to see

Providing the platforms to support online applications is a must for us as an organisation, as our customers increasingly expect “always on services”. Residents, visitors and businesses will have access to a greater range of consistent and user friendly online services which will increase accessibility and availability 24/7, utilising a self-service approach to pay, report, book and request services. This will let members of the public interact with our services using the Internet at their convenience, even when we are closed.

Partnerships: Who do we need to work with?

Staff from various service areas across Council, web designers (depending on functional capability of existing website), Citizens, Statutory/voluntary/community groups/bodies to ensure online functionality satisfies their requirements

What risks do we need to manage?

RISK	Mitigation Activity	Risk rating
Failure to reach key milestones by agreed timeframes	<p>Lead Officer appointed to:</p> <ul style="list-style-type: none"> • Assume responsibility for delivery of each milestone. • Selection of appropriate team to deliver milestone. • Report back regularly to Senior Responsible Officer. <p>Senior Responsible Officer to:</p> <ul style="list-style-type: none"> • Attend bi-monthly meetings and escalate areas of uncertainty to appropriate authority where required. 	Low
Failure to secure adequate resources (human and financial) to deliver in year milestones	<p>Senior Responsible Officer to:</p> <ul style="list-style-type: none"> • Ensure that resource implications are identified and fully explained to relevant authority (Chief Executive and Senior Management Team) prior to Rate estimates being finalised in February 2018 	Low

Improvement Objective 4

5.4 To support people to adopt healthier lifestyles by increasing usage of Council Recreational facilities

“Could develop programmes to promote healthier lifestyles that would encourage citizens who at present would not use Council recreational sites e.g. short 12 week beginner courses in various disciplines.”

(Resident; Mid Ulster Councils Corporate Improvement Objectives Survey, May 2018)

Link to Community Plan Theme: *Health & Wellbeing*

We are better enabled to live longer healthier more active lives.

Link to Corporate Plan Theme: *Delivering for Our People*

High quality responsive indoor and outdoor recreational services with increased customer numbers and satisfaction.

Performance Improvement Aspects this improvement objective aims to deliver against?

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

Lead Officer: *Director, Leisure & Outdoor Recreation*

Why have we chosen this Improvement Objective?

The important role that sport and physical activity plays and the availability of accessible, high quality sport and leisure programmes is recognised as enhancing the quality of life, health and well-being of our district's citizens. It is key to helping the council build strong and safe communities with active and healthy people. Participation is a major contributor to personal health and wellbeing with the potential to develop personal lifelong physical and social skills.

Locally, core wellbeing levels are below Northern Ireland averages and while 80% of the population rate their health as good (Northern Ireland wide those rating their health as good stands at 79.5%), approximately 20% of the population have life limiting illnesses, in absolute terms long term health issues continue to exert pressure on communities, affect overall health outcomes and create challenges for the public services. Within our district obesity rates in children and adults are increasing coupled with it being an area with the highest proportion of deaths due to circulatory diseases, pointing us towards a need to increase participation in local health and well-being programmes. Council wants to help people to adopt and continue to develop healthy lifestyles and is a pillar within the district's Community Plan We have chosen this objective based on what our local communities have told us, whilst taking into account our identified health inequalities within the district, accessibility opportunities and participation rates.

What have we done so far?

- A baseline of current health and well-being programmes has been completed by Council. Greater numbers have attended Council's Nine Sports Development Programmes during 2017/18, with 30,032 participants, as opposed to 17,200 during 2016 to 2017.
- Mid Ulster Council has continued to work with our Community Planning Partners, the Public Health Agency (PHA) and two health trusts (Northern and Southern Health and Social Care Trusts) to continue to roll out the 'Make a Change' programmes, which work with local unemployed people to help improve their physical activity, nutrition, mental health and wellbeing. The programme in 2017 to 2018 saw an increase in participant numbers over the previous year and new programmes are in place for 2018 to 2019.
- Audits of Leisure and Parks facility usage have been compiled (by facility and per programme), with trend data now available. Overall usage rates in Council's five Leisure Centres (Cookstown, Dungannon, Mid Ulster Sports Arena, Maghera, and Meadowbank) during 2017 to 2018 saw an increase in overall rates of 6%.
- Greenvale Leisure Centre reverted to the Council on 10 September 2017, in what has been described as a 'smooth transition', with close to 90 staff transferring across to the Council after the handover. The in year figures for overall usage for Greenvale Leisure Centre were 162,901 during 2017 to 2018.
- Council conducted Mystery Shopping visits in nine Leisure and Parks facilities during 2017 to 2018. The mystery shopping visits gauge customer satisfaction and experience by looking at Council staffs' product knowledge, the availability of goods and services, compliance to standards/procedures, staffs' behaviour and passion for the job! The average ratings across all sites has increased by 7% from last year's ratings scores, with a median score of 83% in 2017 to 2018. Customer Surveys have also been developed for Council leisure and parks facilities
- Much of the modern emphasis in sport and leisure businesses is on the customer. Satisfying customers is at the centre of notions of service quality. Council has reviewed its Leisure and Parks marketing approaches as a process of identifying customer needs, wants and wishes, and how these could be satisfied. Council's Sport and Leisure services and facilities depend on satisfied customers. Marketing involves creating appropriate goods and services and matching them to market requirements. Therefore, far from being just about selling, marketing is from the beginning an integral part of Council's revised approach to business process. We reviewed and developed our marketing plans to assess the needs and wants of potential customers; analysed the internal organisational and external market environments; segments within the market; re-positioned many of our Leisure and Parks product in the market through bespoke Marketing Action plans for our centres, in order to secure an appropriate relationship with our customers.
- Key Capital development project proposals have been moved forward during the year, with components of Gortgonis Centre under development, remedial works being undertaken to Dungannon Leisure Centre and a business case prepared for the re-

development of Railway Park in Dungannon. Play parks throughout the District are being re-furbished as part of the Rural Development Programme.

Actions - What are we going to do?

What are we going to do?	Timescale	What difference will it make?
1. Development of proposals to implement a programme of work for key capital schemes to include: I. Gortgonis II. Dungannon Leisure centre III. Moneymore Recreation Centre IV. Maghera Leisure Centre	March 2019	Production of high quality, responsive indoor and outdoor leisure facilities.
2. Audit of Leisure facility usage to achieve 2018/19 target of 1,6000,000 users: – <ul style="list-style-type: none"> • Develop facility activity programmes/promotions. • Implement customer surveys for users & non-users. 	March 2019	Increased participation and healthier lifestyles by more people being aware of recreational facilities/programmes.
3. Improve the accessibility of online services, with increased and improved booking availability online.	March 2019	Improved customer satisfaction by delivering efficient 24/7 online services
4. Review of the Leisure Marketing Framework and associated centre plans for Leisure facilities, programmes and events.	March 2019	Increased participation and healthier lifestyles by more people being aware of recreational facilities and programmes.
5. Delivery of Key Capital Improvement Programmes to include: I. Railway Park II. Play Parks III. Parks	March 2019	Improved quality outdoor recreational facilities in Mid Ulster.
6. Develop appropriate Parks Marketing Framework and associated action plans	Oct 2018	Increased participation and healthier lifestyles by more people being aware of outdoor recreational facilities and programmes.

8. Revision of Parks, Play and Outdoor recreation Plans; <ul style="list-style-type: none"> • Parks & Play • Outdoor Recreation 	May 2018 June 2018	Improved quality and accessible recreational facilities in Mid Ulster.
9. Audit of Planned Outdoor Recreation, Events and Programmes to increase target set for 2018 to 2019 of 616,660 users.	March 2019	Increased participation and healthier lifestyles by more people being aware of recreational facilities and programmes delivered through Mid Ulster Council's Parks Service.

How will we know?

- Number of participants within the "Make a change" programme.
- Number of community groups engaged to raise awareness of increasing physical activity
- Number of participants within Sports Development Programmes
- Number of Sports development programmes
- Usage figures of current facilities
- % increase satisfaction rate from Mystery Shopping exercises
- Number of compiled programmes and events both external and internal
- Production of an up to date Marketing Plans by April 2019.
- 7 associated Capital Project Designs developed

Visible improvement residents, businesses or visitors expect to see

An increased and improved leisure, sport facilities provision, through improved planning for enhanced capital projects. Increased customer awareness of health, fitness and wellbeing programmes designed around our communities, targeting specific health inequalities and growing knowledge of how to increase physical activity and improve wellbeing. An increase in the number of participant experiences, in sport, leisure and healthy living. Continued collaboration with a host of stakeholders and improved working relationships and plans with our Community Planning Partners in the wider Health and Wellbeing communities.

Partnerships: Who do we need to work with?

Community groups, General Public, Sports Governing bodies, Sports groups and organisations, Internal Council staff (e.g. Capital projects team, Marketing & Communications team, Finance), External consultancy teams, other council improvement projects groups (on-line accessibility & facilities).

What risks do we need to manage?

RISK	Mitigation Activity	Risk rating
Increased competition from private sector	Strategic marketing plans developed and implemented. Sales and Marketing Officer appointed. Ongoing monitoring of performance and competition by management teams	Moderate
Resource availability & usage – staff, funding and infrastructure	Ensure the resource implications are identified and explained to Chief Executive and senior management team prior to rates estimates being finalized. Provide rationale and business case to support allocation of capital and revenue costs.	Moderate

Contacting Us

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

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	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)	210
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)	50% by 2020
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	NI Landfill Allowance Scheme (19,131 tonnes in 2017/2018 and 18,032 tonnes in 2018/2019)
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings (The total amount of waste collected)	Actual Tonnage 73,384.06 2016/2017 70,357.48 2015/2016

Appendix Two - Mid Ulster Council's Corporate Health Indicators

Measure	Target/Standard 2017 - 2018	Responsible Lead Service
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	Baseline year	Arts & Culture
3.2 Users of Leisure and recreation facilities	Baseline year	Leisure
3.3 Visitors to Council Offices	Baseline year	Human Resources
3.4 Number of RIDDOR incidents	Baseline year	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 within target	90%	Human Resources
4.4 Number of online transactions	Baseline year	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 No. of organisations receiving Grant Aid	Baseline Year	Community Development
6.0 Staffing		
6.1 Number of Staff (FTE's) on payroll	Baseline Year	Human Resources
6.2 Number of Casual Staff employed in the past 12 months	Baseline Year	Human Resources
6.3 Percentage (%) Attendance	95%	Human Resources
6.4 Percentage (%) Overtime	2.5%	Finance

7.0 Engaged Workforce

7.1 % of staff satisfied with their current job	80%	Marketing and Communications
7.2 % of workforce who take pride in working for Mid Ulster District Council	80%	Marketing & Communications
7.3 % of workforce who understand Council's priorities and how they contribute to them	80%	Marketing & Communications

8.0 Finances

8.1 Loans Outstanding	Baseline year	Finance
8.2 Cash Reserves	£10 m	Finance
8.3 Invoices paid within 30 days	90%	Finance