Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

Mid Ulster District Council

Performance Improvement Plan 2017 to 2019

Statutory & Corporate Performance Improvement Indicators

Q1 to Q2 - Sixth Month Progress Report

2018 – 2019

Performance Improvement Plan 2017 to 2019 - Statutory & Corporate Performance Indicators

Statutory Indicators – Set for Us

Statutory indicators and standards/targets have been set by the former Department of the Environment (now Department for Communities) as part of the performance improvement arrangements for district councils, there are currently seven in total. Performance measures have been specified for the functions of economic development, planning and waste management. The aim of the performance measures is to promote the improvement of service delivery for the functions specified.

Corporate Performance Indicators – Set by Us

During 2016/17, Council, in the absence of an agreed region wide performance management framework, decided to concentrate on ensuring the data quality of three of its proposed "set by us" or "self-imposed" performance indicators, standards/targets, with the aim of improving service delivery, across the three indicators; namely:

1. ***Prompt Payments*** - (Prompt payments speed up cash flow from the public sector to its suppliers, particularly SME's),
2. ***Freedom of Information Requests (FOI) Responded to within 20 days*****,** (Council meets its statutory obligations, customer requests are met within specified timeframes and citizens can get information in a timely manner through a transparent process), and
3. ***Percentage lost time rate of sickness absence*** – (shows the percentage of total time available that has been lost due to any type of absence during a certain time period. The indicator is based on full time equivalent (FTE) employees - useful as a general measure of the significance of sickness absence levels for an organisation).

Data quality is a central part of the Council's operational business and performance management. Performance measures including Absence information, Freedom of Information Requests, and Prompt Payments information is used every day across the Council to help inform management decisions, plan services, benchmark performance and cost, and inform target setting.

Table 1.0 – Status Symbols and Interpretation Descriptors for Statutory and Corporate Performance Improvement Indicators

Progress Status for Measures		
Colour	**Symbol**	**Interpretation Descriptor**
Green		Signifies everything is on track in terms of activity, deliverables, scope, budget and timeframe. Performance is moving in the right direction or target/outcome achieved.
Amber		Action: - Signifies Performance is trending away from target, that some particular items may need to be referred for advice /or assistance with the view to taking corrective action. Measure: - Trending away from target within % tolerance.
Red		Signifies there is a problem/shift in the wrong direction, which may require a response from senior management.
Blue		Signifies PI, Target, Outcome Achieved / Completed.
Purple		Information not available, or in development

Table 2.0 – Performance Trend

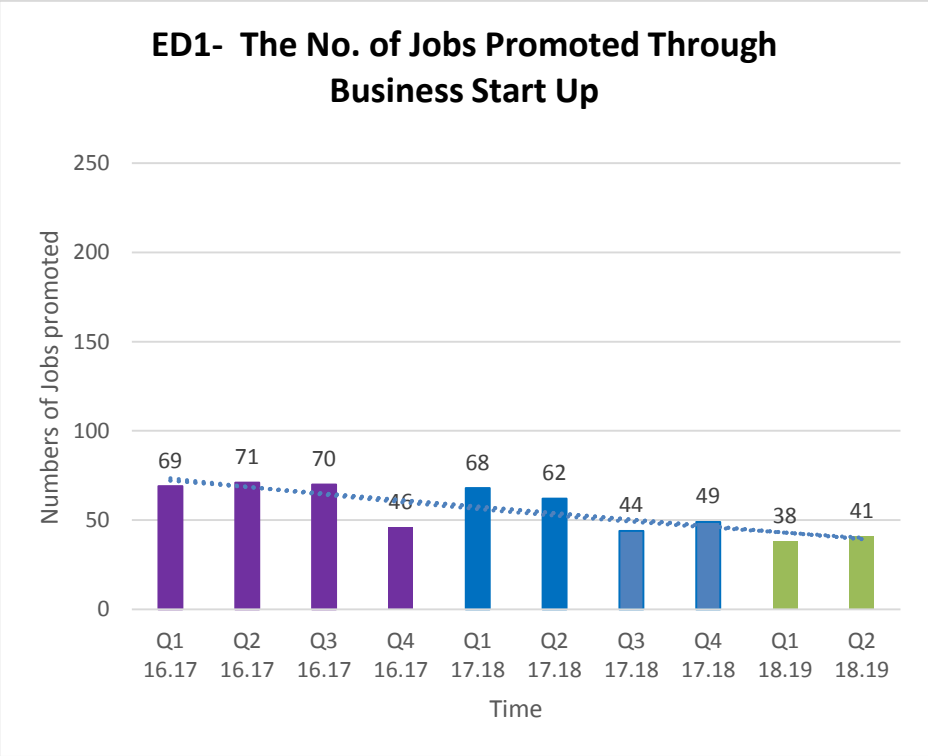
Performance Compared to Another Time Period - Trend previous quarter	
✓	Performance has improved
↓	Performance has worsened
← →	Performance has remained the same

Table 3.0 – Target Direction

Target Direction	
More is better	A bigger value for this measure is best
Less is better	A smaller value for this measure is best

STATUTORY INDICATOR & STANDARD Ref. No. : ED1 - MORE IS BETTER

ED1: The number of jobs promoted through business start-up activity from 1st April 2016 to 30th September 2018.	July-Sept 2018 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
	41	210 jobs p.a.	✓	RED
	Apr-June 2018 Actual (Quarter One)	**Standard to be Met**	**Trend on Previous Quarter**	**Status**
	38	210 jobs p.a	⬇	RED



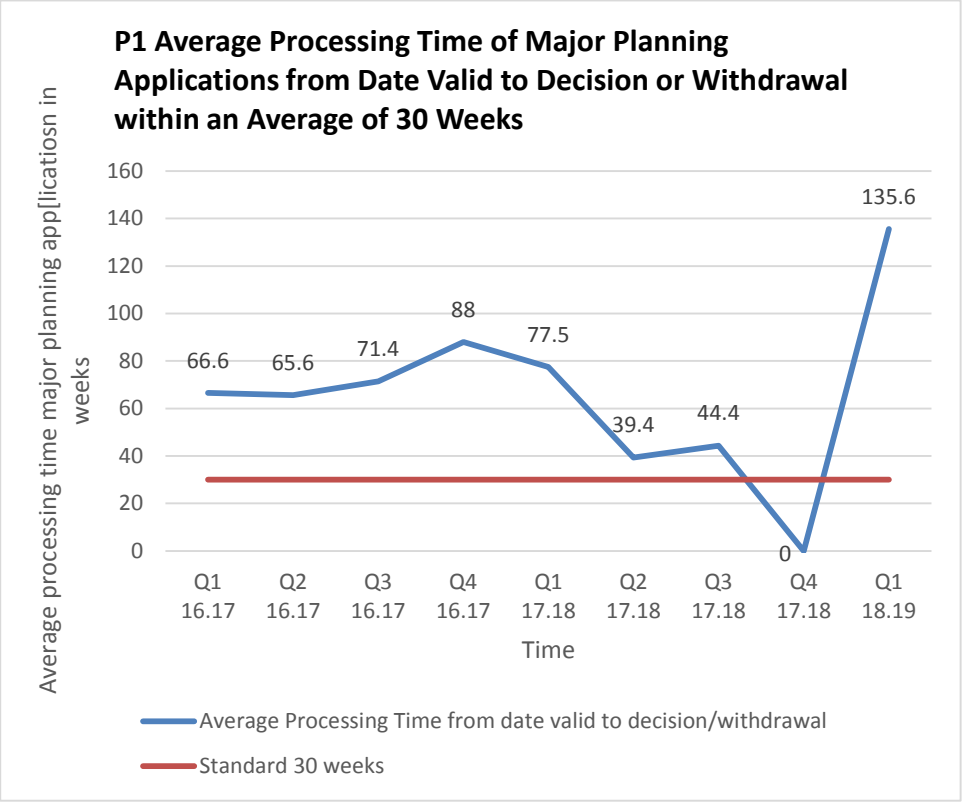
Analysis: MORE IS BETTER Qs 1& 2 Business Plans delivered figure is significantly lower than last year (130 vs 173) resulting in lower jobs (79 vs 130). DfE / Invest NI required Councils to use the lower conversion rate (Plans - Jobs) of 0.6147 (not RSI rate 0.75762). The underperformance of the delivery agents and the reduced conversion rate has resulted in Q1&2 Plans and Jobs figures being significantly lower than previous yrs.; if current levels persist, the Statutory Target will not be achieved for 2018/19. At least 212 Plans are needed to be delivered by Mid Ulster agencies in Qs 3&4 (i.e. 35 Plans/month) to ensure Statutory 'Jobs promoted' target is achieved by March 2019. Currently Mid Ulster is 1 of 4 Council areas underperforming. Q1&2 Plans and Jobs figures lower than previous year Q's1&2- 51 fewer jobs promoted.

Action Plan: At least 212 Plans are needed to be delivered by Mid Ulster agencies in Q's 3 & 4 (35 Plans/month) to ensure Statutory 'Jobs promoted' target is achieved by March 2019. Currently 4 Council areas are underperforming. Lisburn & CCC flagged this up with ENI in July 2018 who have liaised with the relevant LEAs to draw up Recovery Plans; locally Council has met with Workspace and CEC to raise issue of underperformance &the urgent requirement for significant improvement to meet the Statutory Target. Derry Council (Marketing lead) are also working with ENI and the 4 Councils to put in place measures for additional marketing in the 4 areas to ensure inquiry levels are maximised. While September's figures show a slight performance, improvement it is unlikely to be enough to enable the Statutory Target to be achieved. Mid Ulster currently has one of the highest inquiry levels.

Lead Officer: Adrian Mc Creesh - Director Business & Communities - Purpose of PI: The number of jobs promoted through business start-up activity (Business start-up means the delivery of completed client led business plans under the Department of the Economy Regional Start Initiative or its successor Programmes).

STATUTORY INDICATOR & STANDARD Ref. No. : P1 - LESS IS BETTER

P1: Major applications processed from date valid to decision or withdrawn within an average of 30 weeks - from 1st April 2016 to 30th September 2018	July-Sept 2018 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
	Awaiting data	30 weeks	NA	PURPLE
	Apr-June 2018 Actual (Quarter One)	**Standard to be Met**	**Trend on Previous Quarter**	**Status**
	135.6 weeks	30 weeks	⬇	RED



Analysis: **LESS IS BETTER**

Establishment of Major applications has been able to produce results quite quickly as reflected in the over 17-18 yearly trend. Mid-Ulster consistently is within the top 3 Councils receiving the highest number of Major applications. We received 6 majors, ABC received 7and Belfast 8. Most other council received one or two. Three majors were approved. Only 25% were within the 30-week target, which was the 3rd best in NI. The high Q1 figure for 18-19 reflects the decisions made on already beyond target cases, which have skewed this quarter's performance. What does this mean? Continued focus on Major group meeting required. Comparison with last year same reporting period: Whilst 18-19 Q1 performance is down from same period last year, stats show 25% overall improvement from Q1 2017-18 to Q1 2018-19..

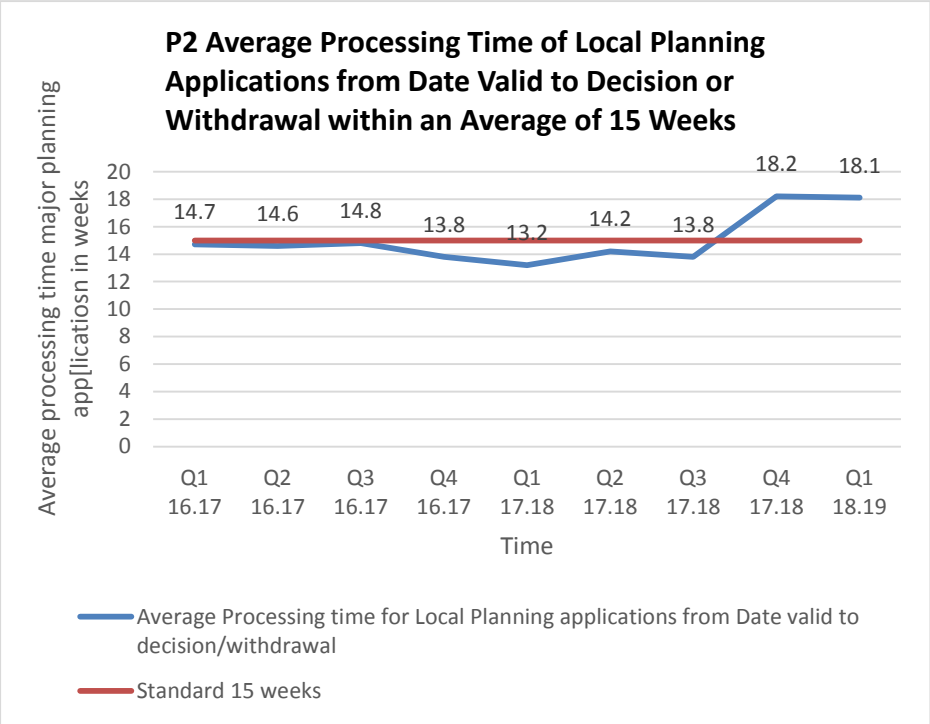
Action Plan:

To look at staff resourcing within Development Management overall. To ensure monthly Majors Group meetings continue to be productive and lead to improved performance.

Lead Officer: Dr. Chris Boomer - Planning - Purpose of PI: Planning Department deals with MAJOR Planning applications faster - [An application in the category of major development within the meaning of Planning (Development Management Regulations (NI) 2015(a)].

STATUTORY INDICATOR & STANDARD Ref. No. : P2 - LESS IS BETTER

P2: Average processing time of Local Planning Applications from date valid to decision or withdrawn within an average of 15 weeks from 01/04/16 - 30/09/18	July-Sept 2018 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
	Awaiting Data	15 weeks	NA	PURPLE
	Apr-June 2018 Actual (Quarter One)	**Standard to be Met**	**Trend on Previous Quarter**	**Status**
	18.1 weeks	15 weeks	✓	GREEN



Analysis: **LESS IS BETTER**

There is a small decrease in local applications performance. Stats show a 24.2% decrease in performance in comparison to the same quarter last year. We received 345 applications, marginally higher than the previous year and third highest in NI and around 100 more than many of our neighbours. What does this mean? - This was expected as a result of staffing pressures over the spring / summer period this year.

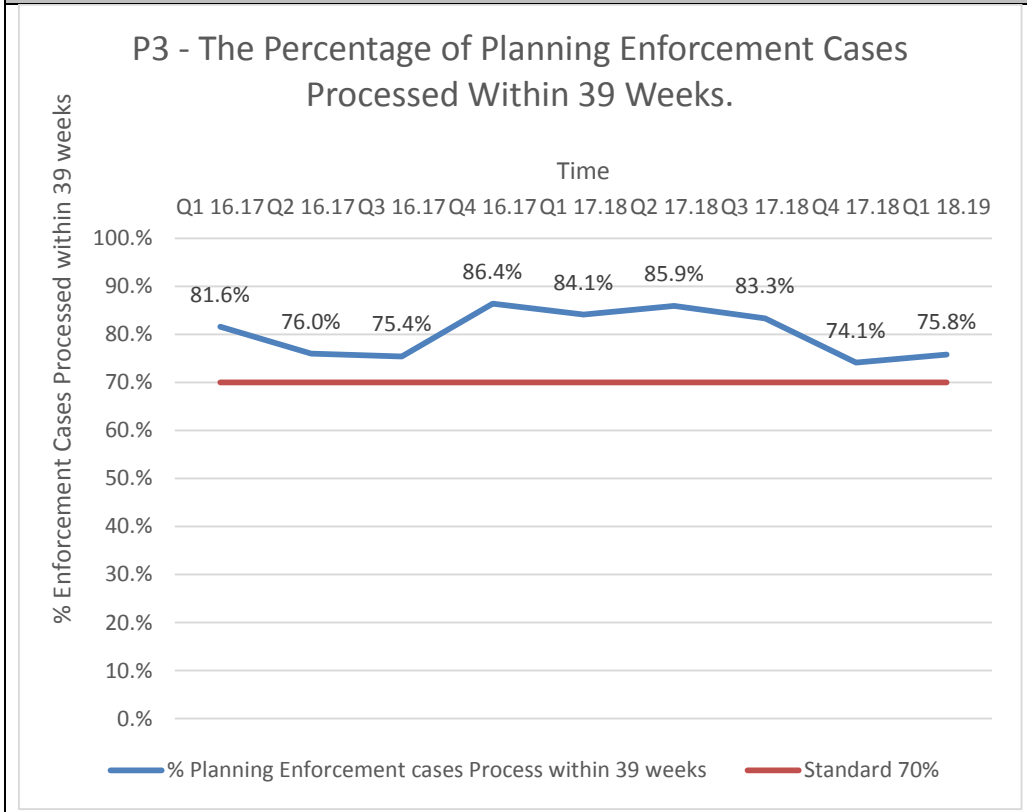
Action Plan:

New staff have been recruited in Aug / Sept and a panel is sitting at the end of Oct 2018 to recruit a vacant permanent PTO post. The monthly internal group meeting has been reorganised to require an analysis of all applications on a monthly basis.

Lead Officer: Dr. Chris Boomer - Planning -Purpose of PI. Planning Department deal with LOCAL Planning applications faster - Local applications means an application in the category of local development within the meaning of the (Development Management) Regulations (NI) 2015, and any other applications for approval or consent under the Planning Act (NI) 2011 (or any orders or regulations made under the Act).

STATUTORY INDICATOR & STANDARD Ref. No. : P3 - MORE IS BETTER

P3: The percentage of planning enforcement cases processed within 39 weeks from 1st April 2016 to 30th September 2018.



July-Sept 2018 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
Awaiting Data	**70%**	NA	**PURPLE**

Apr-June 2018 Actual (Quarter One)	Standard to be Met	Trend on Previous Quarter	Status
75.8%	**70%**	✓	GREEN

Analysis: **MORE IS BETTER**

The 70% target for Q1 has been met and exceeded. It is up on the previous quarter but down on the same quarter in the 2017/2018 reporting period. This can be explained in part by the closure of a number of older cases and an increase in workload due to the progress of several cases to both planning appeal and court. To meet and exceed the 70% is a positive position given the reduced resources in the enforcement team.

What does this mean? : This is a positive trend, which will hopefully continue and will mean that the cases being brought to target conclusion are being done so in a reduced period of time. This trend continues to improve the level and efficiency of service provided.

Comparison with last year same reporting period? : The Q1 figure is down on the same quarter in the 2017/2018 reporting period.

Action Plan:

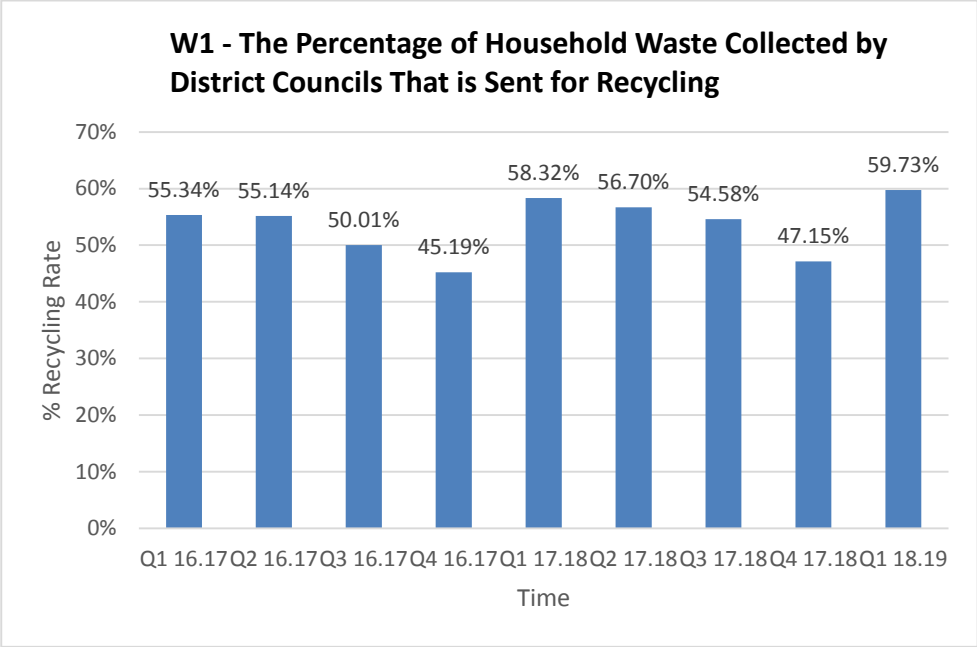
Q1 target has been met and is up on the previous quarter.

Targets are reviewed on a monthly basis once released from Department for Infrastructure (DFI.)

Lead Officer: Dr. Chris Boomer - Planning -Purpose of PI: Planning Department bring more enforcement cases to target conclusion within 39 weeks. Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (NI) 2011 (or under any orders or regulations made under the Act.

STATUTORY INDICATOR & STANDARD Ref. No.: W1 - MORE IS BETTER

W1: The Percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse) from 1st April 2016 to 30th September 2018.	July-Sept 2018 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
	Awaiting data	NILAS Scheme 50% by 2020	NA	PURPLE
	Apr-June 2018 Actual (Quarter One)	**Standard to be Met**	**Trend on Previous Quarter**	**Status**
	59.73% or 11,960 tonnes	NILAS Scheme 50% by 2020	✓	GREEN



Analysis: **MORE IS BETTER**
Highest rate in N Ireland. The continued increase can be attributed to effective food waste and dry recycling communications. Comparison with last year, same reporting period: 1.89% increase (612 tonnes) in recycling rate compared to corresponding quarter in 2018/19

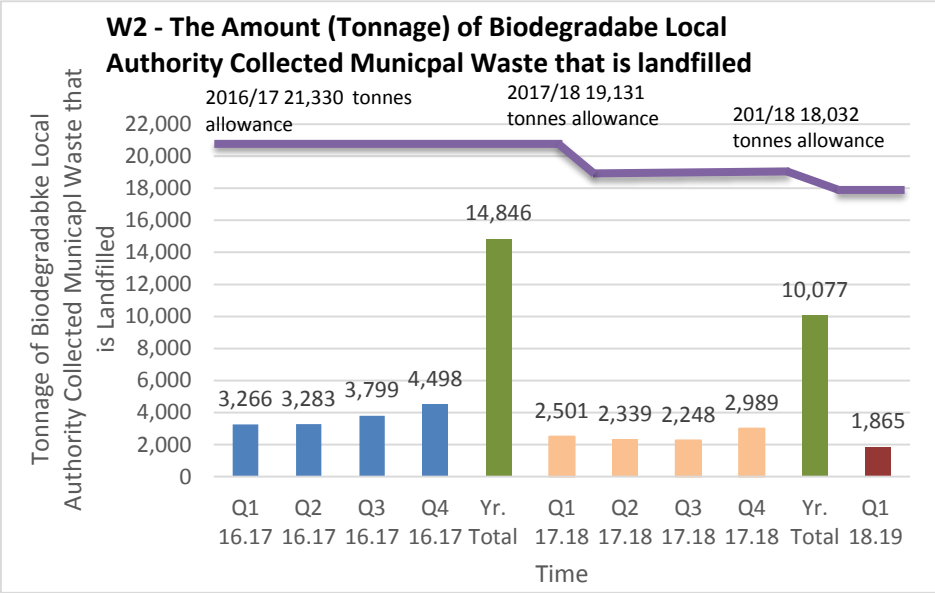
Action Plan:
Maintain Management.

Lead Officer : Andrew Cassells Director - Environment & Property -

Purpose of PI. : Meet Statutory Targets – Households 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)

STATUTORY INDICATOR & STANDARD Ref. No. : W2 - LESS IS BETTER

W2: The amount (tonnage) of Biodegradable Local Authority Collected Municipal Waste that is landfilled from 1st April 2016 to 30th September 2018	July-Sept 2018 Actual (Quarter Two)	Allowance 2018/19	Trend on Previous Quarter	Status
	Awaiting Data	18, 032 tonnes	NA	PURPLE
	Apr - June- 2018 Actual (Quarter One	**Allowance 2018/19**	**Trend on Previous Quarter**	**Status**
	1,865 tonnes	18, 032 tonnes	✓	GREEN



Analysis: **LESS IS BETTER**
Lowest quarterly figure for utilisation of allocation. The continued decrease can be attributed to effective food waste and dry recycling communications
Comparison with last year, same reporting period: Landfilled 636 tonnes less LACBMW compared to corresponding quarter in 2018/19.

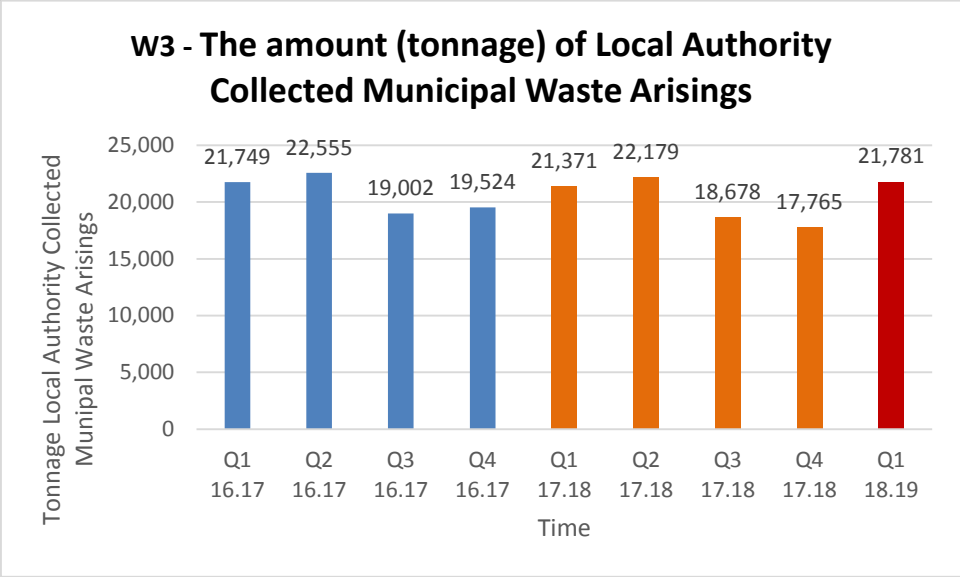
Action Plan:
Maintain Management.

Lead Officer : Andrew Cassells - Director Environment & Property -

Purpose of PI: Meet Statutory Targets -Local Authority collected Municipal Waste as defined in section 21 of the Waste Emissions Trading Act 2003 (c)

STATUTORY INDICATOR & STANDARD Ref. No.: W3 - LESS IS BETTER

W3: The amount (tonnage) of Local Authority Collected Municipal Waste Arisings from 1st April 2016 to 30th September 2018.	July-Sept 2017 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
	Awaiting data	In line with NILAS targets	NA	PURPLE
	Apr-June 2017 Actual (Quarter One)	**Standard to be Met**	**Trend on Previous Quarter**	**Status**
	21,781 tonnes	In line with NILAS targets	⬇	GREEN



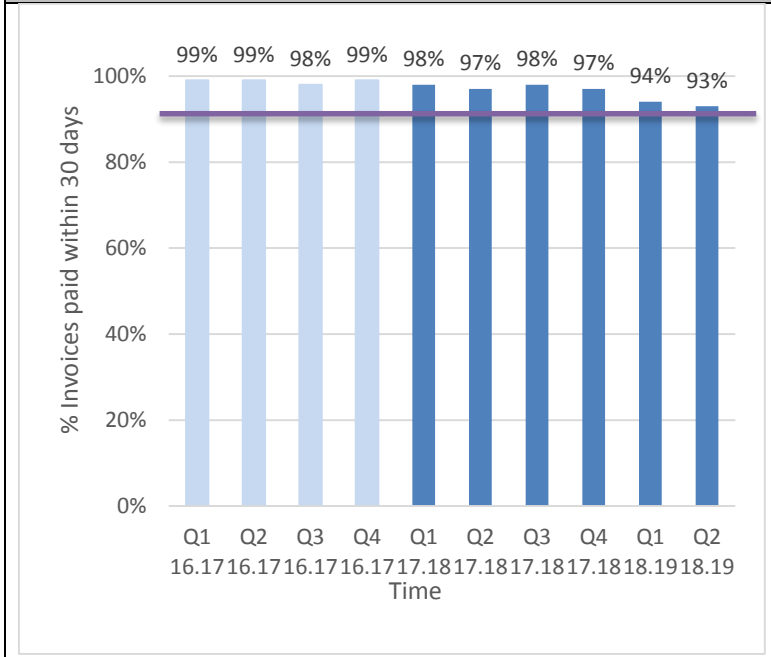
Analysis: **LESS IS BETTER**
May be a sign of a return to growth in overall municipal waste arisings? Analysis: Related to Increase in households and economic activity. Comparison with last year, same reporting period: 1.92% increase (411 tonnes) compared to corresponding quarter in 2018/19

Action Plan:
Maintain Management.

Lead Officer : Andrew Cassells Director Environment & Property -Purpose of PI :.Meet Statutory Targets - Local Authority collected Municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district Council

CORPORATE PERFORMANCE IMPROVEMENT INDICATOR & STANDARD Ref. No.: CORP 1a - MORE IS BETTER

CORP1 (a): Prompt Payment- 90% of invoices paid within 30 day target from 1st April 2016 to 30th September 2018.



July-Sept 2018 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
93%	90%	⬇	GREEN
Apr-June 2018 Actual (Quarter One)	**Standard to be Met**	**Trend on Previous Quarter**	**Status**
94%	90%	⬇	GREEN

Analysis: MORE IS BETTER

Performance is being impacted by introduction of e ordering with all departments using e ordering from 1 April 2018. New system and new way of working is continuing to bed down but a significant number of invoices are not auto clearing which is causing delays in payment but performance in Q1 and Q2 still in excess of 90% target

Action Plan:

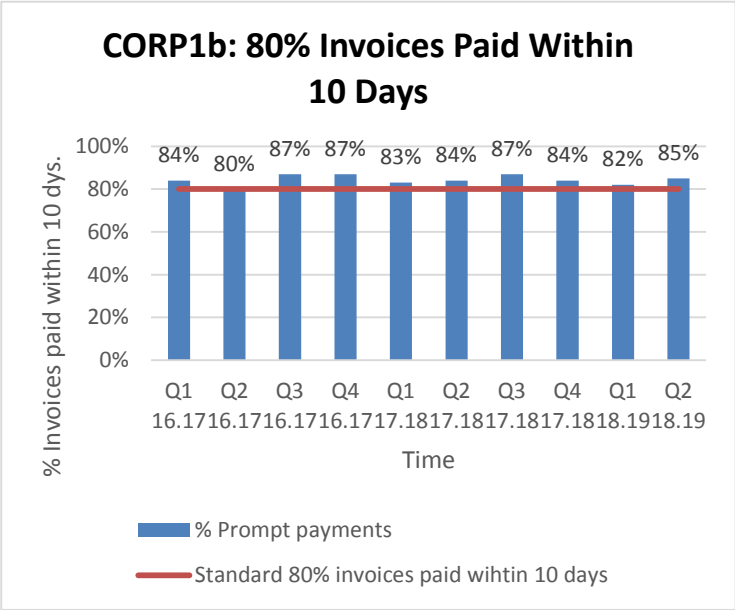
Finance and procurement staff continue to work with departments to try and reduce the items that are not auto clearing

Lead Officer: JJ Tohill Director of Finance

Purpose of PI: Prompt payments speed up cash flow from the public sector to its suppliers, particularly SME's. Council recognises that late payments are a key issue for business, especially for smaller businesses as it can adversely affect their cash flow & jeopardises their ability to trade & we recognise that as a Public body we should set a strong example by paying promptly. Indicator that allows Council to have a "signal" that it has an effective prompt payment system delivery, has in place a clear framework for managing prompt payments, in order to support an environment in which ambitious businesses flourish. The Department for Communities requests information from councils at the end of each Quarter on the processing of invoices as detailed in the following circular https://www.communities-ni.gov.uk/publications/circular-lg-192016-guidance-prompt-payments

CORPORATE PERFORMANCE IMPROVEMENT INDICATOR & STANDARD Ref. No. : CORP 1b - MORE IS BETTER

CORP1 (b): Prompt Payment - 80% of invoices paid within 10 day target from 1st April 2016 to 30th September 2018	July-Sept 2018 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
	85%	80%	✓	GREEN
	Apr-June 2018 Actual (Quarter One)	**Standard to be Met**	**Trend on Previous Quarter**	**Status**
	82%	80%	⬇	GREEN



Analysis: **MORE IS BETTER**

Performance is being impacted by introduction of e ordering with all departments using e ordering from 1 April 2018. New system and new way of working is continuing to bed down but a significant number of invoices are not auto clearing which is causing delays in payment but performance is still in excess of 80% target

Action Plan:

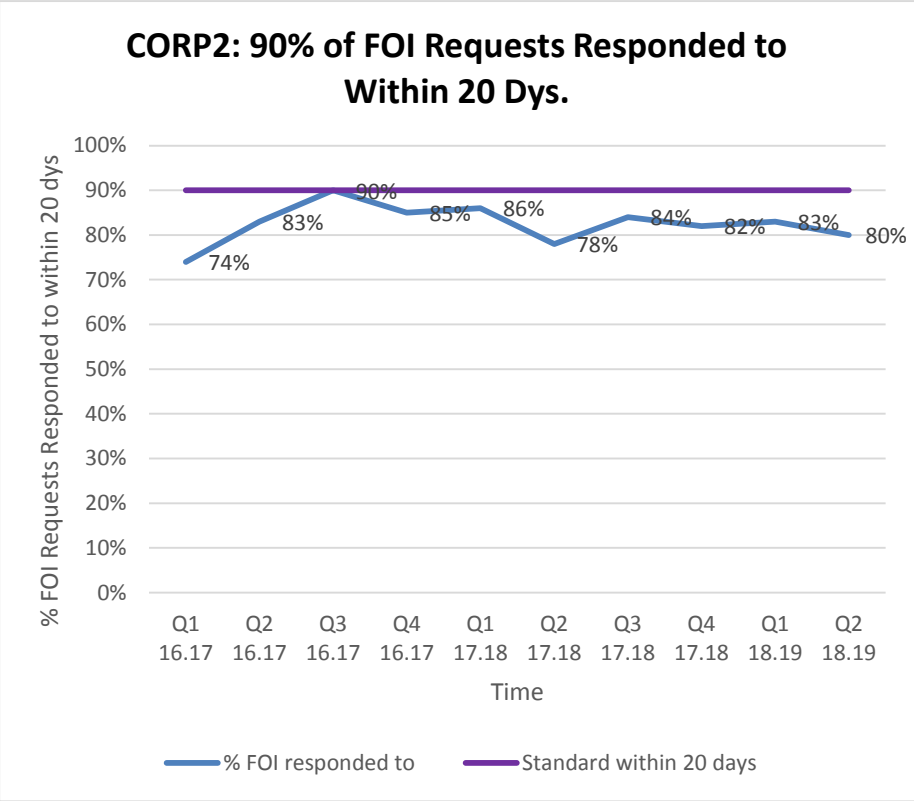
Finance and procurement staff continue to work with departments to try and reduce the items that are not auto clearing

Lead Officer: JJ Tohill Director of Finance

Purpose of PI: Prompt payments speed up cash flow from the public sector to its suppliers, particularly SME's. Council recognises that late payments are a key issue for business, especially for smaller businesses as it can adversely affect their cash flow & jeopardises their ability to trade & we recognise that as a Public body we should set a strong example by paying promptly. Indicator that allows Council to have a "signal" that it has an effective prompt payment system delivery, has in place a clear framework for managing prompt payments, in order to support an environment in which ambitious businesses flourish. The Department for Communities requests information from councils at the end of each Quarter on the processing of invoices as detailed in the following circular https://www.communities-ni.gov.uk/publications/circular-lg-192016-guidance-prompt-payments

CORPORATE PERFORMANCE IMPROVEMENT INDICATOR & STANDARD Ref. No. : CORP 2 - MORE IS BETTER

CORP2: 90% Freedom Of Information requests responded to within 20 days from 1st April 2016 to 30th September 2018.	July-Sept 2018 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
	80%	90%	⬇	RED
	Apr-June 2018 Actual (Quarter One)	**Standard to be Met**	**Trend on Previous Quarter**	**Status**
	83%	90%	✓	RED



Analysis: **MORE IS BETTER**
Percentage of FoI requests responded to within 20 days has declined on the previous quarter (on Qtr. 1) by 3 percentage points. The number of FOI requests being received continues to rise annually. The number processed in Qtr. 2 (142 requests), which has traditionally been the lowest within the reporting year, has equalled Qtr. 1 (140 requests). Whilst requests are treated as 'applicant blind' there has been a noticeable increase in requests from persons within our district. There have been 282 requests in Qtr. 1 and 2. The steady increase in requests continues to draw upon resources. The consistent up-turn will make it challenging to meet the set standard. There is no comparable data on the same period last year for this Qtr. from within the existing data system (the CRM) but the number of requests on the same period last year have increased. This has been the case since the establishment of Mid Ulster Council

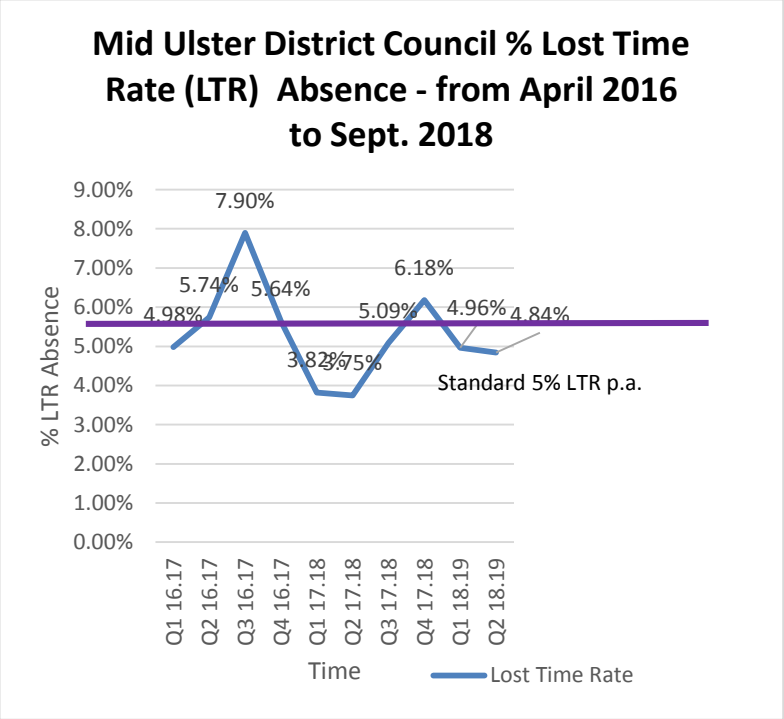
Action Plan: (I) continue to use the module within Microsoft Dynamics 365
(ii) Session will be developed and scheduled for Heads of service, FOI and general processing requirements.
(iii) continued reporting to senior management.
(iv) improve reporting templates within the Microsoft Dynamics 365 FOI module to readily identify non-compliance services within 20 days, to in turn target attention to address

Lead Officer : Philip Moffett Head of Democratic Services

Purpose of PI: The measure is needed to ensure that Council meets its statutory obligations and that customer requests are met within a specified timeframes. Citizens can get information in a timely manner through a transparent process.

CORPORATE PERFORMANCE IMPROVEMENT INDICATOR & STANDARD Ref. No. : CORP 3 - LESS IS BETTER

CORP3: Lost time Rate Absence of 5% or less from 01/04/16-30/09/18	July-Sept 2018 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
	4.84%	**= >5% p.a.**	✓	GREEN
	Apr-June 2018 Actual (Quarter One)	**Standard to be Met**	**Trend on Previous Quarter**	**Status**
	4.96%	**= >5% p.a.**	✓	GREEN



Analysis: **LESS IS BETTER.** The current percent loss rate for YTD to 4.91%. The total number of days lost due to sickness during Q1&Q2 is 4,805.50days this is 1389.99 more days lost compared to 3,415.51days for the same period in 17/18. There has been a significant increase in stress/mental health related absences in 18/19 accounting for 24.46% (1157.17days) compared to 19% (651.8days) in 17/18. Stress, Anxiety, Depression & Mental health absence have increased by 505.37days, this due to both personal and work related incidents. Infection related absence are also significantly higher compared to last year, 583.65days lost in 18/19 with only 192.1days lost in 17/18. Mental Health will be a key focus moving forward in 18/19.

Action Plan: the Health & Wellbeing team are undertaking Mindfulness and Mental Aid Training; this is a pilot session with the intention if successful to role further training out across council. We also are proposing to develop a specialist employee assistance and early intervention programme providing specialist services to employees including coaching and CBT. The Flu Vaccine has been organised for 16th of October 2018 to try to reduce infection related absences going forward. We have identified skill gaps for managers/supervisors regarding absence management. HR will be delivering absence training in Q3, this will include training on all associated paperwork, the importance of communication (telephone & return to work (RTW) interview) and how to conduct first level absence reviews.

Lead Officer: M Canavan Director Org. Development - Purpose of PI: Lost Time Rate (LTR) shows the % of total time available that has been lost due to any type of absence during a certain time period. The indicator is based on full time equivalent (FTE) employees, useful as a general measure of the significance of sickness absence levels for an organisation.