



12 April 2018

Dear Councillor

You are invited to attend a meeting of the Policy & Resources Committee to be held in
The Chamber, Magherafelt at Mid Ulster District Council, Ballyronan Road,
MAGHERAFELT, BT45 6EN on Thursday, 12 April 2018 at 19:00 to transact the
business noted below.

Yours faithfully

Anthony Tohill
Chief Executive

AGENDA

OPEN BUSINESS

1. Apologies
2. Declarations of Interest
3. Chair's Business

Matters for Decision

- | | | |
|----|---|---------|
| 4. | Gas to the West– Option Agreement and Easement request re Lands at Moneyhaw Road, Moneymore | 3 - 6 |
| 5. | Audio Recording of Committee Meetings | 7 - 12 |
| 6. | Review of Policy on Receptions (civic recognition) | 13 - 22 |
| 7. | Dungannon Council Chamber Branding | 23 - 26 |

Matters for Information

- | | | |
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| 8 | Minutes of Policy and Resources Committee held on 8 March 2018 | 27 - 32 |
| 9 | Marketing & Communications Activity Update | 33 - 42 |
| 10 | National Association of Councillors and Local Government Staff Commission | 43 - 46 |
| 11 | Corporate Health Indicators: 2017-18 (Qtr 1-3) | 47 - 50 |
| 12 | Nine Month Progress Update on the Council's Performance Improvement Plan (Q1, Q2 & Q3 2017-18) | 51 - 100 |
| 13 | Member Services | |

Items restricted in accordance with Section 42, Part 1 of Schedule 6 of the Local Government Act (NI) 2014. The public will be asked to withdraw from the meeting at this point.

Matters for Decision

14. Staffing Matters for Decision
15. Council Reserves

Matters for Information

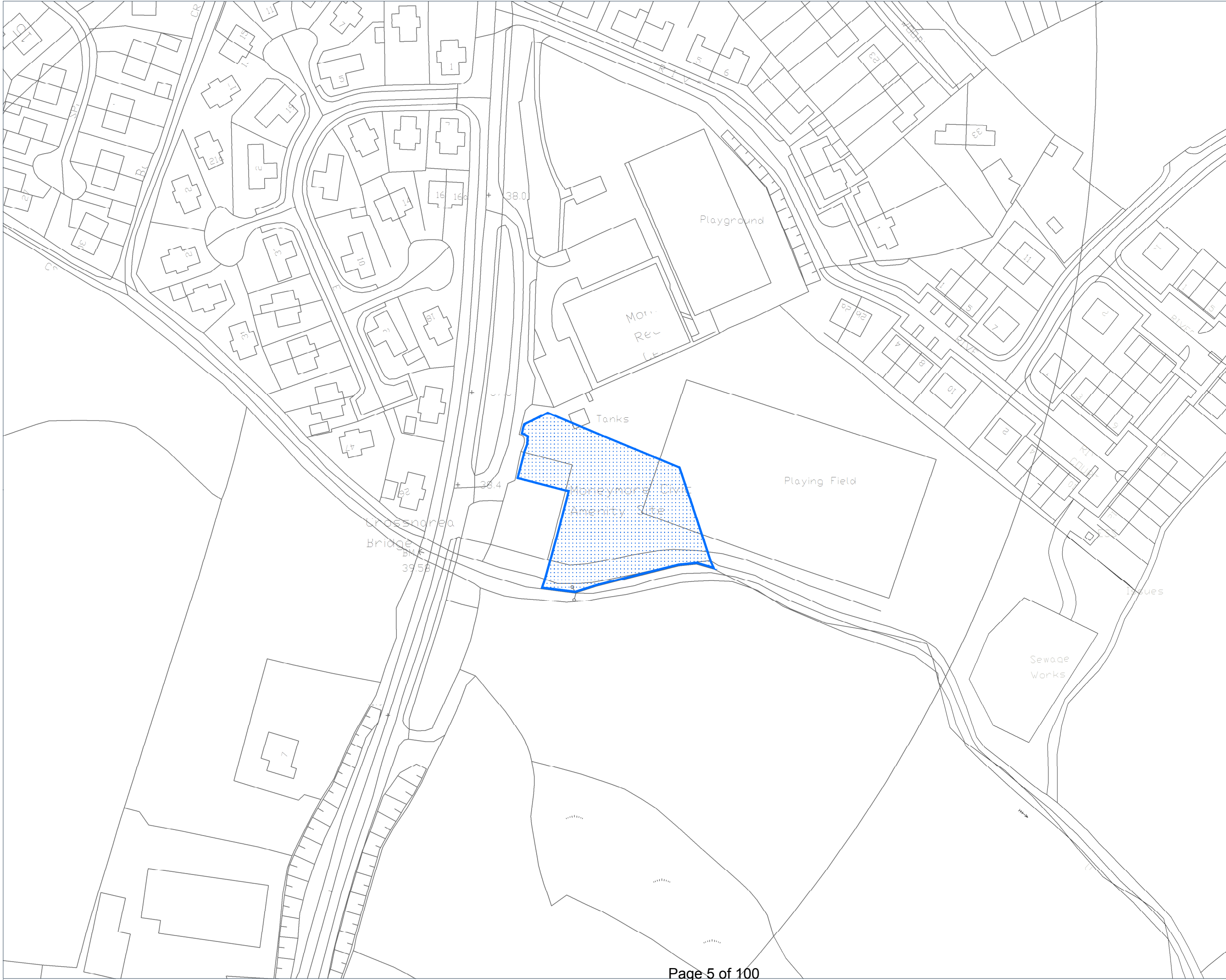
16. Confidential Minutes of Policy and Resources Committee held on 8 March 2018
17. Contracts and DAC
18. Financial report for 11 months ended 28 February 2018
19. Council Insurances
20. GDPR Compliance and Progress Update
21. Sickness Absence Update for the period 1st April 2017 – 28th February 2018
22. Staffing Matters for Information
23. Update on Finance Structure

Report on	Gas to the West– Option Agreement and Easement request re Lands at Moneyhaw Road, Moneymore
Reporting Officer	Claire McNally, Council Solicitor
Contact Officer	Claire McNally, Council Solicitor

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	x

1.0	Purpose of Report
1.1	To seek Members' approval for the Council to enter into an Option Agreement for an Easement in relation to the laying of a natural gas pipeline at lands at Moneymore RC Playing Fields/Moneymore HWRC, Moneyhaw Road, Moneymore ("the Site").
2.0	Background
2.1	The Northern Ireland Utility Regulator has awarded a licence to Scotia Gas Networks Northern Ireland to convey gas within the West distribution licensed area.
2.2	SGN has identified the Site as being along an alternative route, adjacent to the preferred route of the bridge on the Moneyhaw Road, and require rights to lay the pipeline through the Site which is in the Council's ownership. The pipeline is for the transmission, storage and distribution of gas along the route and shall form an integral part of the gas main.
2.3	A request was received by the Council from SGN for the Council to enter into an Option Agreement for an easement in relation to a natural gas pipeline project in respect of a portion of land on the Site.
3.0	Main Report
3.1	In very broad terms, the Option Agreement permits SGN to enter onto Council land, carry out site investigations and install the pipeline within the Site. After the pipeline has been installed the Council will then grant SGN an easement which will indicate the route of the pipeline.
3.2	A draft Option Plan is attached at Appendix A identifying the approximate area of land within which the pipeline is proposed to be installed ("Option Area").
3.3	In consideration of the above, SGN will pay the following sums:- (i) Incentive Payment (the Option Sum) of £1320 (based on 110m of Works/pipeline x £12 pm). This payment is time sensitive and if the Option Agreement is not completed within twelve weeks of receipt of Letter of Offer, this part of the Payment reduces to £1. It is not clear when the Letter of Offer was received, but the Council may not be within time to avail of this payment;
3.4	(ii) Easement Payment of £2,530 (based on 110m of Works/pipeline x £23 pm), payable in two instalments.
3.5	LPS has confirmed that the proposed premium by SGN is reasonable.

4.0	Other Considerations
4.1	<u>Financial & Human Resources Implications</u> Financial: Human: N/A
4.2	<u>Equality and Good Relations Implications</u> N/A
4.3	<u>Risk Management Implications</u> N/A
5.0	Recommendation(s)
5.1	That Members approve that the Council enter into an Option Agreement and subsequent Easement with SGN in relation to lands at Moneyhaw Road, Moneymore.
6.0	Documents Attached & References
6.1	Appendix A – Draft Option Plan confirming the approximate area of the Option Area



Key
 IP Option Area

Folio: Unregistered

Notes

Coordinate System: TM65 Irish Grid
Projection: Transverse Mercator
Datum: TM65

Grantor:
Magherafelt District Council (Ref: 206.13)

Signed:

Date:

Location:
Moneyhaw Rd, Moneymore, Magherafelt
BT45 7GG

Coords: 285,760 382,990

Scheme Name:
Gas to the West

Drawing Name:
Option Plan

Drawing No: 2018-01-11-160710-MAGH-OP-018-A

Rev	Date	Description
-	09.01.2018	First Issue
A	11.01.2018	Second Issue

Drawn:	PR
Approved:	WS
Sheet No:	1 of 1
Sheet Size:	A3



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Report on	Audio Recording of Committee Meetings
Reporting Officer	Claire McNally, Council Solicitor
Contact Officer	Claire McNally, Council Solicitor

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	x

1.0	Purpose of Report												
1.1	To inform Members of the various issues arising in consideration of the audio recording of Committee meetings.												
2.0	Background												
2.1	<p>Requirements</p> <p>Section 47 of the Local Government Act (Northern Ireland) 2014 (“the 2014 Act”) states:- “So far as is reasonably practicable, a council must make an audio recording of so much of any meeting of the council as is open to the public and the recording must be available to the public at the offices of the council until the expiration of the period of six years from the date of the meeting and published on the council website until the expiration of the period of two years from the date of the meeting”.</p>												
2.2	<p>In short, the Act requires the Council to audio record the open business of council meetings and make same available to the public. This requirement does not apply to committee meetings. However, the question has been raised by members about the merits of audio recordings committees.</p>												
2.3	<p>Arrangements in Other Council Areas</p> <p>The following table is a summary of known current arrangements within the rest of Northern Ireland local government as provided by those councils.</p> <table><tr><th>Councils providing Webcasts of Councils Meetings</th><th>Councils providing Webcasts of Council Meetings and Audios of Committee Meetings</th><th>Councils providing Audio of Council only</th><th>Councils providing Audios of Council & Committee Meetings</th></tr><tr><td>Derry City and Strabane District Council</td><td>Belfast City Council</td><td>Armagh Banbridge & Craigavon Borough Council</td><td>Mid & East Antrim Borough Council (Planning Only)</td></tr><tr><td></td><td></td><td>Ards & North Down Borough Council</td><td>Antrim & Newtownabbey Borough Council (All meetings)</td></tr></table>	Councils providing Webcasts of Councils Meetings	Councils providing Webcasts of Council Meetings and Audios of Committee Meetings	Councils providing Audio of Council only	Councils providing Audios of Council & Committee Meetings	Derry City and Strabane District Council	Belfast City Council	Armagh Banbridge & Craigavon Borough Council	Mid & East Antrim Borough Council (Planning Only)			Ards & North Down Borough Council	Antrim & Newtownabbey Borough Council (All meetings)
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		Lisburn & Castlereagh City Council	Fermanagh & Omagh District Council (All meetings)
		Causeway Coast & Glens Borough Council	Newry, Mourne and Down District Council (All meetings)
2.4	<p>Objective of audio recording committees within Mid Ulster</p> <p>Officers understand that the question about audio recording being extended to committees has arisen mainly due to issues that members have about accuracy of minutes and it is hoped that audio recording could address those issues. Whilst it cannot be denied that audio recording could assist with some of these concerns, officers would be of the view that it might not be an appropriate or proportionate response to what appears to be a relatively small number of instances that may not be of such significance to warrant audio recording. The current system of noting discrepancies in the written record, with the amended minutes being returned to the relevant committee, is likely to serve the same purpose. Furthermore, as is explained below, there are a number of technical, operational, legal and resource matters that would arise and would need to be given careful consideration. For the avoidance of doubt, audio recording would not be the same or act as substitute for a transcription service.</p>		
3.0	Main Report		
3.1	<p>Audio Recording in Committee Rooms</p> <p>Committee meetings currently alternate between Cookstown and Magherafelt offices, both of which do not have the equipment to audio record.</p>		
3.2	<p>An estimate has been received for the provision of equipment in the Magherafelt and Cookstown Chambers to allow for the audio recording of Committee meetings. The estimated initial cost of the provision of this equipment is £29,200 excluding VAT. A breakdown of costs is provided at Section 4.1 of this Report. No specific budget has been set aside for these costs.</p>		
3.3	<p>Advantages and Disadvantages associated with audio recording</p> <p>There are a number of advantages and disadvantages in relation to the audio recording of Committee meetings and these have been summarised below:-</p> <p><u>Advantages associated with audio recording of Committee Meetings:</u></p> <ul style="list-style-type: none"> • Improves and increases openness and transparency; • Allows for greater public scrutiny; • Arguably it allows for different ways of engaging with stakeholders. <p><u>Challenges associated with audio recording of Committee Meetings:</u></p> <ul style="list-style-type: none"> • Recordings would be discoverable material, therefore they would have to be disclosed in any legal proceedings and may be used as evidence; • Potentially provides a mechanism for wider scope for public complaints; • Recordings may be considered in relation to complaints under the Code of Conduct for Councillors; • Recordings may be considered in relation to complaints to the Ombudsman regarding maladministration; • Recordings will be subject to FOI/EIR processes; 		

	<ul style="list-style-type: none"> • Audio recordings might be used to make claims that the Committee or a Member of the Committee, by comments made at a meeting, might be in breach of the Council's equality or good relations policies; • Members are individually responsible for what they say; • Costs for the provision of equipment in all Committee rooms for the purposes of audio recording of Committee meetings on media; • Costs and officer time required to edit recordings, trawl through same to comply with requests/court orders and potentially make publically available. This has the potential to be significant and difficult to quantify; • Planning Committee acts in a quasi-judicial manner for the majority of the decisions which it takes and those decisions are not subject to ratification at full Council but are subject to separate appeal and/or review mechanisms through the PAC or court respectively. This committee, because of the type of business it transacts, receives numerous representations from individuals and third parties. This would be a similar situation for the Licensing applications being heard by the Environment Committee. All of the Committees, albeit some more so than others, would be dealing with personal data. This raises significant challenges in relation to the General Data Protection Regulations ("GDPR") which come in to effect in May 2018 (see below).
3.4	<p>GDPR</p> <p>GDPR compliant audio recording is likely to be a significant challenge for the council. The introduction of GDPR marks a change to what grounds local government can rely on for processing personal data, i.e., for audio recording of personal data during committees. Consent is not likely to be an option for the council and the other grounds for processing are not likely to be applicable either. Therefore, I would be of the view that it is unlikely that the council could justify audio recording personal data in the first instance, which in itself raises significant operational and resource issues.</p>
3.5	<p>A possible option, although not without risk, is that an audio recording is kept/used solely for the purposes of checking accuracy of minutes and for no longer than is necessary (i.e., 60 days), after which time it is permanently deleted. Alternatively, and again not a risk free option, is that the audio recording is immediately checked and personal data permanently wiped from the record that is to be retained and/or made available. In both of these situations, all of the other challenges noted above all still apply.</p>
3.6	<p>Issues for Consideration</p> <p>In the event that members are minded to consider implementing audio recording of committees, further consideration would need to be given to the following prior to such a decision:-</p> <ul style="list-style-type: none"> • What committee meeting(s) should be subject to audio recording? ; • Should Confidential Business be recorded?; • There is likely to be a requirement for editorial control of audio recordings. E.g., to prevent unlawful processing of personal data or the publication of defamatory content/other material which it would be unlawful to publish. If so, who would be tasked with this? • Logistical issues on audio recording in terms of activating, deactivating and operating audio recording in relation to confidential/open business, personal data; • An Operating Protocol for Audio Recordings at Committee Meetings would have to be drafted; • GDPR needs to be given careful consideration, including ensuring that any audio recording system has data protection "by design and default" built in to same, including undertaking Data Protection Impact Assessment before any processing occurs;

	<ul style="list-style-type: none">Does the Council require additional resources, in particular staff that have the appropriate training, to effectively implement audio recording procedures and processes?;Does audio recording of committees actually fulfil the aim(s) that it is hoped can be achieved? Or is there another way to address the concerns, including reflecting on the current practice of asking for minutes to be amended to accurately reflect the discussion and business of the particular meeting?									
4.0	Other Considerations									
4.1	<p><u>Financial & Human Resources Implications</u></p> <p>Financial: The Council would be responsible for the costs for the installation of the audio recording equipment in both Cookstown and Magherafelt Council offices. An estimated cost has been received and is as follows:-</p> <table><tr><th>Room</th><th>Indicative Cost (as provided by VP Bastion Ltd)</th><th>Equipment</th></tr><tr><td>Magherafelt Chamber</td><td>£1,700 ex VAT</td><td>Recorder supplied and installation</td></tr><tr><td>Cookstown Chamber</td><td>£27,500 ex VAT</td><td>23 delegate units, recorder and installation</td></tr></table> <p>No specific budget has been set aside for these costs.</p> <p>Human: Significant officer time in editing, reviewing records to comply with requests/court orders, formatting, making audios or parts thereof available etc. It is envisaged that this would be difficult to quantify, but depending on the work required, it could equate to approximately 2+ days per committee recorded.</p>	Room	Indicative Cost (as provided by VP Bastion Ltd)	Equipment	Magherafelt Chamber	£1,700 ex VAT	Recorder supplied and installation	Cookstown Chamber	£27,500 ex VAT	23 delegate units, recorder and installation
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Magherafelt Chamber	£1,700 ex VAT	Recorder supplied and installation								
Cookstown Chamber	£27,500 ex VAT	23 delegate units, recorder and installation								
4.2	<p><u>Equality and Good Relations Implications</u></p> <p>The provision of audio recordings may assist the council, to some extent, in promoting equality of opportunity between persons with a disability and persons without. There is a draft Translation and Interpretation policy that is due to be brought through council and so equality and good relations implications are likely to be considered then.</p>									
4.3	<p><u>Risk Management Implications</u></p> <p>Refer to Section 3.3 above.</p>									
5.0	Recommendation(s)									
5.1	That Members recommend that the council does not proceed with the audio recording of committees;									
5.2	In the alternative, that if members are minded to recommend that the council proceeds with the audio recording of committees, that the issues raised in this report and in particular section 3.5 of same are fully explored and addressed prior to implementation.									

6.0	Documents Attached & References
6.1	N/A

Report on	Review of Policy on Receptions (civic recognition)
Reporting Officer	P Moffett, Head of Democratic Services
Contact Officer	C Linney, Head of Community Development J Hobson, Executive Officer to Chief Executive

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	X

1.0	Purpose of Report
1.1	To provide committee member with an updated policy with respect the provisions of civic hospitality in the form of receptions.
2.0	Background
2.1	The council previously resolved that a review carried out on the current Receptions Policy used through which civic hospitality is being provided in recognition of achievements or special contribution by an organisation or individual within the district.
2.2.	It was agreed that a Working Group of 10 councillors be convened consisting of 5 SF, 2 DUP, 2 UUP and 1 SDLP representatives.
3.0	Main Report
3.1	<p>The Working Group has now met on 3 occasions, identified the issues and considered a series of options to address the issues identified. A draft policy, to replace the existing policy/arrangements, is presented as Appendix A entitled '<i>Civic Honour & Receptions Policy</i>'.</p> <p>In summary:</p> <ul style="list-style-type: none"> • Two types - <i>Civic Honour</i> and <i>Civic Reception</i>, with the former being the higher level • Civic Honour will be permissible when the following has been achieved at an All-Ireland, European, International, or National level: <ul style="list-style-type: none"> ○ Have won first place at a competition in their relevant field at the highest level of competition ○ Have received an outstanding achievement award at the highest level. Outstanding achievement relates to where a participant or group has not been involved in a competition • Civic Reception will be permissible for individual/groups/originations:

	<ul style="list-style-type: none"> ○ Representing their country at International, European, All-Ireland or National level at the highest level. ○ Winning first place at a competition at the highest level at a Northern Ireland or Provincial level in the relevant field at the highest level of competition. ○ Receiving an outstanding achievement award at the highest level at a Northern Ireland or Provincial level. Outstanding achievement relates to where a participant or group has not been involved in a competition <ul style="list-style-type: none"> • Thresholds have been set on the number of invitees to be invited to either Civic Honour and Civic Receptions <table border="1"> <tr> <th colspan="2">Civic Honour</th></tr> <tr> <td>Individual Recipient</td><td>Recipient plus 3 others</td></tr> <tr> <td>Team Groupings</td><td>Team plus 5 from management/committee/backroom</td></tr> <tr> <td>Non-Team structured groups or organisations</td><td>Full committee</td></tr> </table> <table border="1"> <tr> <th colspan="2">Civic Reception</th></tr> <tr> <td>Individual Recipient</td><td>Recipient plus 2 others</td></tr> <tr> <td>Groups/Teams/ Committees</td><td>Five persons</td></tr> </table> <ul style="list-style-type: none"> • Councillors making nominations are to complete the <i>Request for reception from Mid Ulster District Council</i> pro-forma and submit with Democratic Services (which will be issued to members) 	Civic Honour		Individual Recipient	Recipient plus 3 others	Team Groupings	Team plus 5 from management/committee/backroom	Non-Team structured groups or organisations	Full committee	Civic Reception		Individual Recipient	Recipient plus 2 others	Groups/Teams/ Committees	Five persons
Civic Honour															
Individual Recipient	Recipient plus 3 others														
Team Groupings	Team plus 5 from management/committee/backroom														
Non-Team structured groups or organisations	Full committee														
Civic Reception															
Individual Recipient	Recipient plus 2 others														
Groups/Teams/ Committees	Five persons														
4.0	Other Considerations														
4.1	<u>Financial & Human Resources Implications</u> Financial: not applicable Human: not applicable														
4.2	<u>Equality and Good Relations Implications</u> – not applicable														
4.3	<u>Risk Management Implications</u> – not applicable														
5.0	Recommendation(s)														
5.1	That members review and consider for approval the Civic Honour and Receptions Policy														
6.0	Documents Attached & References														
	Appendix 1: <i>Civic Honour & Receptions Policy (draft)</i>														

Civic Honour and Receptions Policy

Document Control			
Policy Owner			
Policy Author	Head of Democratic Services		
Version	Draft		
Consultation	Senior Management Team	Yes / No	
	Trade Unions	Yes / No	
Equality Screened by	Yes/ No	Date	
Equality Impact Assessment	Yes or No or N/A	Date	
Good Relations	Yes or No or N/A		
Approved By		Date	
Adopted By		Date	
Review Date		By Whom	
Circulation			
Document Linkages			

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6.0	Impact Assessment <ul style="list-style-type: none"> • Equality Screening & Impact • Staff & Financial Resources • Rural Needs 	
7.0	Support & Advice	
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Appendix A	Receptions	

1.0 INTRODUCTION

- 1.1 The provision of receptions provides Mid Ulster District Council with an opportunity to recognise and acknowledge achievements or special contribution made by an organisation or individual from the district.

2.0 POLICY AIM & OBJECTIVES

- 2.1 To allow the Council to acknowledge the achievements of organisations and persons from the district, and to confirm the process for providing hospitality in the form of a reception.

2.2 Policy Objectives:

- Provide a mechanism that enables Council to recognise notable achievements or contributions made by individuals and organisations from the District
- Provide a policy which demonstrates Council commitment to equality to all individuals and groups throughout the District.
- Confirm the process for administering requests for providing receptions
- Confirm criteria which should be met for applications to be eligible to receive hospitality in the form of a reception
- Set levels of achievement/ criteria to grant the appropriate type of reception

3.0 POLICY SCOPE

- 3.1 This policy relates to the provision of receptions and gifts to acknowledge the achievement of groups, organisations or individuals from the Council area. It extends to how requests are considered and the standard to be achieved to receive a reception.

4.0 LINKAGE TO CORPORATE PLAN

- 4.1 Referring to Mid Ulster District Council's Corporate Plan 2015-2019, this policy contributes toward the delivery of Corporate Theme 4, *Building Unity*, to recognise local identities and the need to build and strengthen communities across the new district. Receptions will do this by celebrating achievements of individuals, communities and organisations across Mid Ulster.

5.0 PROCEDURE & IMPLEMENTATION

- 5.1 This section sets out the procedure for considering requests for receptions.

5.2 Receptions

5.2.1 There shall be two types of receptions offered by Mid Ulster District Council, details of which are set out below and summarised in Appendix A. They are:

- Civic Honour
- Civic Reception

5.2.2 Chair and Deputy Chair Receptions held at the determination/discretion of the Council Chair or Deputy Chair.

5.3 Civic Honour

5.3.1 Requests for a civic honour are permissible when the following has been achieved at an All-Ireland, European, International, or National level:

Have won first place at a competition in their relevant field at the highest level of competition

Have received an outstanding achievement award at the highest level. Outstanding achievement relates to when a participant or group has not been involved in a competition
--

5.3.2 Individuals receiving a Civic Honour can be accompanied to the event by up to three people of their choice.

5.3.3 Team groupings receiving a Civic Honour can be represented by the full team of players as well as a maximum of five drawn from their management, committee and backroom team.

5.3.4 Non-team structured groups or organisations (i.e. community groups, local action committees etc.) receiving a Civic Honour are permitted to be represented by their full committee or leadership structure.

5.3.5 Civic Honours to be recognised through an event inclusive of a three-course meal, drinks reception, compere and instrumental background music. The date for the event will be set in agreement with the group or individual if possible.

5.4 Civic Reception

5.4.1 The Council will also make arrangements to host Civic Receptions to facilitate the recognition of achievement and contribution to the District.

5.4.2 Requests for a Civic Reception will be permissible for individual, groups or organisations:

Representing their country at International, European, All-Ireland or National level at the highest level.
Winning first place at a competition at the highest level at a Northern Ireland or Provincial level in the relevant field at the highest level of competition.
Receiving an outstanding achievement award at the highest level at a Northern Ireland or Provincial level. Outstanding achievement relates to when a participant or group has not been involved in a competition

5.4.3 Individuals being recognised by a Civic Reception can be accompanied to the event by up to two people of their choice.

5.4.4 Organisations/groups to be restricted to five persons. When schools are being recognised through a Civic Reception the event will be delivered as locally as possible to the children participating.

5.4.5 Civic Receptions to be recognised through an event inclusive of a fork buffet and a compere. The individual/group/organisation will be notified of the agreed date of the Civic Reception.

5 Considering Requests

5.6.1 Councillors should submit requests with Democratic Services for a Civic Honour or Civic Reception using the pro-forma *Request for Civic from Mid Ulster District Council*, available from this office within Council.

5.6.2 Civic Honour and Civic Reception requests to be initially reviewed by officers against the agreed criteria and presented to Council as recommendation for approval. The report presented to Council will detail the requests and assigned to the relevant reception as contained within this policy, based on the criteria as set for each. The report will also identify instances where individuals or organisations have already received a reception for similar level of attainment.

5.6.3 Organisations, groups or individuals are not to be recognised for the same achievement within a three-year period unless it is for a different achievement or an achievement at a higher level. Any nominating Councillor who does not agree with the recommendation for recognition is to discuss this with the Chief Executive and relevant Party Leader prior to the Council meeting at which it is

due to be considered. It is the responsibility of the nominating Councillor to provide adequate information to Democratic Services to allow for assessment against the criteria.

5.6.4 Organisations, groups or individuals that do not meet a Civic Honour or Civic Reception will receive a letter of congratulations/acknowledgement of success from the Chair. The Chair or Deputy Chair may choose to hold a reception at their discretion.

5.6.5 To facilitate this process elected members should submit requests with Democratic Services at least two calendar weeks prior to the council meeting at which they wish it to be considered. Requests not received in time for a forthcoming council meeting will appear on the report of the next available meeting.

5.7 General Principles on Civic Honours and Civic Receptions

5.7.1 Regard to be paid to the following principles when implementing this policy:

- All elected members to be invited to civic honour and civic receptions.
- All Civic Honour and Civic Receptions to be held within 3-4 months from Council approval, where possible provided sufficient numbers.
- Awards will be provided to recipients.
- Council facilities should be used for all Civic Honours and Civic Receptions. However, while Council facilities are to be used in the first instance an alternative within the District may be sought in instances where the use of a Council facility is not possible.
- Civic receptions be held, where required, 4 times per annum.
- The Council Chair shall preside over all civic honour and civic receptions evenings and in their absence the Deputy Chair. In the absence of both, the following order will be observed from the Council committee structure - Policy & Resources, Development, Environment and Planning.
- Civic honour and civic receptions will be financed by the Council from the resources set aside annually for provision of civic hospitality
- Civic hospitality to honour visits by dignitaries and organisations of International, European or UK status to the District be agreed by Council.

6.0 Impact Assessments

6.1 Equality Screening & Impact

The policy is currently in draft not yet finalised therefore only a preliminary equality screening has been carried out. This initial examination of the policy suggests that monitoring of the awards recipients should be carried out in the interests of ensuring Council is committed to achieving fairness and equality. We want to operate a Civic Honour and Receptions Policy which is responsive to different community and individual needs. We want this policy to be accessible to everyone. One of the most important ways of doing this is by monitoring the People who receive Civic Honours and Civic Receptions.

6.2 Staff & Financial Resources

No issues have been identified which will impact on the delivery of Council business as a result of this policy being implemented. Financial provision will be made annually to facilitate the delivery of this policy.

6.3 Rural Needs Impact

The policy shall be subjected to a rural needs impact assessment.

7.0 Support and Advice

- 7.1 Advice and guidance on the implementation of this policy should be sought from the Chief Executive's Department.

8.0 Communication

- 8.1 This policy shall be distributed this policy amongst elected members and relevant staff, and be made available on the intranet.

9.0 Monitoring and Review Arrangements

- 9.1 Implementation of this policy will be monitored and a formal review undertaken 24 months from its effective date.

Appendix A**Receptions**

Category	Criteria
Civic Honour	<p>To be provided when the following has been achieved at an All-Ireland, European, International, or National level:</p> <ul style="list-style-type: none">• Have won first place at a competition in their relevant field at the highest level of competition.• Have received an outstanding achievement award at the highest level. Outstanding achievement relates to where a participant or group has not been involved in a competition.
Civic Reception	<p>To be provided for individual/groups/originations:</p> <ul style="list-style-type: none">• Representing their country at International, European, All-Ireland or National level at the highest level.• Winning first place at a competition at the highest level at a Northern Ireland or Provincial level in the relevant field at the highest level of competition.• Receiving an outstanding achievement award at the highest level at a Northern Ireland or Provincial level. Outstanding achievement relates to where a participant or group has not been involved in a competition
Chair & Deputy Chair Reception	Discretionary by the Chair or Deputy Chair.
Other (1)	Honour visits by dignitaries and organisations of International, European or UK status to the District. To be agreed by Council,
Other (2)	Anniversaries to receive a letter from the Chair, Deputy Chair or have a Chair or Deputy Chair reception at their discretion.
Other (3)	Welcoming of significant events to the District Council area with a clear economic, tourism or social benefit will be dealt with by Council through the relevant council department

Report on	Dungannon Council Chamber: Branding
Reporting Officer	Ursula Mezza
Contact Officer	Ursula Mezza

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	x

1.0	Purpose of Report
1.1	The report considers amendments to the application of the Council's brand in the chamber in the Dungannon offices.
2.0	Background
2.1	The existing brand application in the Council chamber consists solely of the 'shield' element of the Council's brand and the Council had requested a review of the brand with a view to including the full brand identity i.e. shield element and text.
3.0	Main Report
3.1	Several options have been explored in the review of the brand application in the Chamber and are detailed below.
3.2	<p>Option 1</p> <p>Remove the existing brand and replace with a full brand identity on the rear wall. The aluminium panel to which the logo would be fixed is approximately 120cm in width. This limits the size of the brand itself to 90cm x 38cm. In proportion to the size of the room, the brand is, therefore, likely to look quite small. For comparative purposes, the brand in the Magherafelt chamber measures 170cm x 90cm.</p>
3.3	<p>Option 2</p> <p>Remove the existing aluminium panel and replace with a wider panel to allow a larger brand to be applied.</p> <p>The largest aluminium panel available has a width of 150cm, which would allow the application of a slightly larger logo (110cm x 456cm). However, technically this option is problematic, as a new panel would cross over onto the existing wooden panels which are not flush (varying by up to 15mm). This means the panel cannot be applied directly to a smooth surface and would need to be built out slightly from the wall, encroaching onto the seating area directly in front.</p>
3.4	<p>Option 3</p> <p>Present the brand identity in a different location at the front of the 'top table'.</p> <p>This option presents no technical difficulties and allows the brand to be applied to the existing surface. At 120cm wide, it is the largest size and given its position, is in proportion with the room.</p>

	This option can include the retention of the 'shield' element on the rear wall of the Chamber. To remove it, may require the panel to be repaired or replaced.
4.0	Other Considerations
4.1	<u>Financial & Human Resources Implications</u> Financial: Approximately £500 to make and install. Human: N/A
4.2	<u>Equality and Good Relations Implications</u> N/A
4.3	<u>Risk Management Implications</u> None
5.0	Recommendation(s)
5.1	That the Committee considers the options available.
6.0	Documents Attached & References
	Visual representations of the brand applied in 2 locations.

Dungannon Chamber: Brand On Existing Panel



Dungannon Chamber: Brand On Front Of Top Table



Minutes of Meeting of Policy and Resources Committee of Mid Ulster District Council held on Thursday 8 March 2018 in the Council Offices, Burn Road, Cookstown

Members Present Councillor Molloy, Chair

Councillors Ashton (7.14 pm), Bateson, Buchanan, Cuddy, Doris, Elattar, Forde, S McGuigan, McKinney, McLean, McPeake, M Quinn

Officers in Attendance Mr A Tohill, Chief Executive
Mrs Canavan, Director of Organisational Development
Mr Cassells, Director of Environment and Property
Mr Kelso, Director of Public Health and Infrastructure
Mrs Kerr, Head of Finance
Ms McNally, Council Solicitor
Ms Mezza, Head of Marketing and Communications
Mr Moffett, Head of Democratic Services
Mr O'Hagan, Head of ICT
Mr JJ Tohill, Director of Finance
Miss Thompson, Committee Services Officer

The meeting commenced at 7.03 pm.

PR044/18 Apologies

Councillors Gildernew, Kearney and Totten.

PR045/18 Declaration of Interest

The Chair reminded members of their responsibility with regard to declarations of interest.

PR046/18 Chair's Business

None.

Matters for Decision

PR047/18 Extract of Policy and Resources Committee Minute dated 8 February 2018 (PR027/18 External Signage Play Areas)

The Head of Democratic Services provided clarification in relation to vote taken by Members on this item. The officer highlighted that, based on the number of Members in the room at the time, the vote should read –

For – 8

Against – 5

The Chair, Councillor Molloy referred to his own notes taken on the night and stated he could concur with the officer's remarks.

Proposed by Councillor Bateson
Seconded by Councillor S McGuigan and

Resolved That it be recommended to Council to amend vote taken in relation to item PR027/18 – External Signage Play Areas to read –

For – 8
Against – 5

Extract of Policy and Resources Minute dated 8 February 2018
(PR027/18 External Signage Play Areas) to be brought back to Council for approval subject to the foregoing.

PR048/18 External Signage: Cemeteries

The Head of Marketing and Communications presented previously circulated report which considered draft design for external signage to be erected at Council cemeteries. The officer highlighted that the layout of this signage could be in either portrait or landscape format.

Councillor S McGuigan proposed the approval of the design for external signage at Council cemeteries.

Councillor Cuddy stated it was a pity the signage could not incorporate something for everyone.

Councillor McLean stated he would vote against the proposal.

Councillor M Quinn seconded Councillor McGuigan's proposal.

The Chair, Councillor Molloy stated that the proposal was within Council policy but would take a vote if desired.

Councillor McLean requested a vote be taken.

Members voted on Councillor S McGuigan's proposal to approve the design for external signage at Council cemeteries -

For – 8
Against – 5

Resolved That it be recommended to Council to approve the design for external signage to be erected at Council cemeteries.

PR049/18 Blueways Trail Development – Lease of Lands along the River Bann, Portglenone

The Council Solicitor presented previously circulated report which sought approval for Council to enter into a 25 year Lease in respect of a portion of land along the River Bann, Portglenone. The Council Solicitor confirmed that an annual rental amount of £600pa, which was within the LPS valuation received, had been agreed with the Landowner and this was to be reflected within the Lease.

Councillor McPeake stated he was happy to propose approval of the Lease, that the Blueways Trail is an exciting project with good potential. The Councillor stated that this proposal was an integral part of the first phase of the project and that work was ongoing in relation to second phase. Councillor McPeake commended officers on the work done in relation to this project.

Councillor M Quinn seconded Councillor McPeake's proposal.

Resolved That it be recommended to Council to approve the Lease as circulated in Appendix B to the report and enter into same on the terms contained therein.

PR050/18 Special Council Meetings Receiving Deputations

The Head of Democratic Services presented previously circulated report which considered the practice of convening meetings of Council to receive deputations from a range of statutory agencies, government bodies and public authorities.

Councillor Ashton entered the meeting at 7.14 pm during presentation of the above report.

Councillor McLean felt that for the proposal to work agencies needed to submit their information to Council in a timely fashion in order for Members to give it due consideration prior to the meeting. Agencies should then refer to their most important points at the meeting. Councillor McLean also felt that Councillors needed to be more strategic in their questioning at the Council meeting and not refer to matters which can be dealt with on a day to day basis.

Proposed by Councillor McLean
Seconded by Councillor S McGuigan and

Resolved That it be recommended to Council that monthly meetings of Council receive deputations from statutory agencies, government bodies and public authorities, discontinuing the practice of convening special meetings of Council to receive same.

PR051/18 Council and Committee Meeting Packs

The Head of Democratic Services presented previously circulated report which considered the practice of producing paper Council and Committee meeting packs.

Councillor McLean stated he would advocate doing away with as much paper as possible but that there were a number of Members who feel they are not au fait enough with the computerised process and that this should be accommodated. The Councillor felt that one month was too short notice to bring in the proposal and that officers should liaise with those who are currently receiving paper copies of meeting packs.

Councillor Forde concurred with Councillor McLean's remarks stating that some Members depend on receiving a hard copy of papers for meetings. The Councillor felt that the current arrangements should remain in place until the end of this Council term and that Council was spending millions of pounds on signage and Members were discussing an average of £4.36 per pack.

Councillor S McGuigan felt it was appropriate for the Chair and Vice Chair of meetings to receive paper copies and that officers should contact those others to review whether they still wanted a hard copy.

Councillor Cuddy suggested that papers be shown on screens at the meeting and felt that those Councillors who are not using the electronic process should not be left behind.

The Chair, Councillor Molloy referred to the size of planning meeting packs and that this was a significant chunk of data to download.

The Head of Democratic Services stated that, based on tonight's discussion, the practice of producing paper copies of meeting packs would be reviewed at the end of the current Council term with a view to ceasing the practice at that time. Officers will make contact with those who currently receive same to discuss their continuing requirements.

Councillor McKinney stated that officers could liaise with those who are receiving a hard copy of papers with a view to providing more training for those Members.

The Head of Democratic Services highlighted that hard copies of papers includes confidential business which needs to be disposed of carefully.

Councillor Bateson felt the situation will improve in the coming months.

PR052/18 Consultation on Improvement Objectives: March – April 2018

The Head of Democratic Services presented previously circulated report which considered the initiation of public consultation on existing Improvement Objectives set in compliance with the Local Government Act (NI) 2014.

Councillor Cuddy asked if there were any results from the first year which could be included in the consultation.

The Head of Democratic Services advised that the committee will receive a report next month which will provide statistics for the first three quarters of the last year and stated he would prefer this comes to the committee first before being released as part of the consultation. The officer advised that there were statistics for statutory indicators which could be included in the consultation.

The Chief Executive advised that Council is obliged to produce a report in September on the results of the previous financial year, he stated that this report is subject to audit and is a good way of demonstrating that Council is meeting its targets.

Proposed by Councillor S McGuigan
Seconded by Councillor Cuddy and

Resolved That it be recommended to Council to approve the initiation of the consultation on retaining the existing improvement objectives for a further 12 month period (2018-19).

PR053/18 Elected Member Development Working Group

The Head of Democratic Services presented previously circulated report which considered the report of a meeting of the Elected Member Development Working Group on 21 February 2018.

Proposed by Councillor Doris
Seconded by Councillor McKinney and

Resolved That it be recommended to Council to approve the report of the Elected Member Development Working Group held on 21 February 2018 as set out in appendix to report.

Matters for Information

PR054/18 Minutes of Policy and Resources Committee held on Thursday 8 February 2018 (Item PR027/18 redacted)

Members noted minutes of Policy and Resources Committee held on Thursday 8 February 2018 (Item PR027/18 redacted).

PR055/18 GDPR Compliance Action Plan Update

Members noted previously circulated report which advised on the plans and actions required in preparation for achieving General Data Protection Regulations (GDPR) compliance.

PR056/18 Member Services

No issues.

Local Government (NI) Act 2014 - Confidential Business

Proposed by Councillor S McGuigan
Seconded by Councillor McKinney and

Resolved In accordance with Section 42, Part 1 of Schedule 6 of the Local Government Act (NI) 2014 that Members of the public be asked to withdraw from the meeting whilst Members consider items PR057/18 to PR069/18.

Matters for Decision

PR057/18	Lands at Railway Park, Ballysaggart
PR058/18	Dungannon Depot Remedial Works
PR059/18	Staff Matters for Decision
PR060/18	Members' Allowances Update
PR061/18	Prudential Code for Capital Finance Indicators and Authorised and Operational Borrowing Limits
PR062/18	2017/18 Review of Treasury Management Policies, Practices and Activities

Matters for Information

PR063/18	Confidential Minutes of Policy and Resources Committee held on Thursday 8 February 2018
PR064/18	Contracts and DAC
PR065/18	Financial report for 10 months ended 31 January 2018
PR066/18	Staff Engagement Survey
PR067/18	Staffing Matters for Information
PR068/18	Recruitment Campaign
PR069/18	Staffing Numbers Update

PR070/18 Duration of Meeting

The meeting was called for 7 pm and ended at 8.46 pm.

CHAIR _____

DATE _____

Report on	Marketing & Communications Activity Update
Reporting Officer	Ursula Mezza
Contact Officer	Ursula Mezza

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	x

1.0	Purpose of Report
1.1	The report provides an update on key areas of recent marketing and communications activity.
2.0	Background
2.1	The Marketing & Communications service works corporately as well as across departments and services, to develop and deliver effective external and internal marketing and communications activity which supports the Council's vision, values and strategic direction.
3.0	Main Report
3.1	The appendix to the report records core activity levels and key areas of recent work undertaken by the Marketing and Communications service.
3.2	Substantial areas of work in recent months have included delivery of International Women's Day events, the development of positioning and messaging for a new craft development programme, on-going support for arts and cultural facilities and the cross-service delivery of a 'Say Hello To More' tourism campaign in RoI.
3.2	The service's current input into leisure review and improvement objectives, new brand development, as well as communications planning for strategic projects is also outlined.
3.3	The appendix also includes a summary of the news releases issued by the service between November 2017 and February 2018, analysing and interpreting publication rates and identifying where performance is strong and where improvements can be made.
3.4	Generally, stories with the strongest news values perform best (e.g. people-focussed, broad local appeal, 'first, last, highest, lowest', good visual interest) and are also those which have significance for the organisation and so their use as editorial carries weight as third party endorsement.
3.5	Those stories which perform less well are those which are less newsworthy or those which are tired or 'repeats'.
3.6	A series of actions, including the establishment of a target publication rate and a new round of engagement with local newspaper editors, is also proposed.

4.0	Other Considerations
4.1	<u>Financial & Human Resources Implications</u> Financial: N/A Human: N/A
4.2	<u>Equality and Good Relations Implications</u> N/A
4.3	<u>Risk Management Implications</u> None
5.0	Recommendation(s)
5.1	That the Committee notes the content of the report.
6.0	Documents Attached & References
	Marketing & Communications Update

SMT March 2018

Marketing & Communications Update

Service Marketing

Events

Significant support was provided for the delivery of the International Women's Day events, both of which were at capacity in terms of numbers and very well-received. An evaluation will follow.

(It is worth noting the issue which arose as a result of the focus of the Burnavon event and its disconnect to the International Women's Day theme which was 'Press For Progress'. There was scope for much broader negative discussion, but the matter was contained swiftly).

Members of the Marketing and Communications team delivered social media at both events, as well as at the first of two civic receptions being held in March.

Economic Development

Proposition, messaging, design concepts and communications approach have been developed for the new Magherafelt craft development programme.

The team is now supporting the first of the Magherafelt Makers' Markets which takes place on Easter Saturday.

Planning meetings have been held with all 3 town centre managers and an overarching marketing action plan (2018-2019) for the 5 town centres is being developed for presentation in April.

Culture & Arts

Burnavon

- The Burnavon summer programme was completed at the end of February.
- The associated promotional plan continues to be implemented.

Seamus Heaney HomePlace

- The marketing plan for the current season's event programme (Jan – April) continues to be implemented, and there is specific support also for the 'Operation Sweet-talk' street theatre event which takes place in Magherafelt on Easter Saturday.
- 3 social media training sessions have now been delivered to HomePlace staff since January to help ensure a more hands-on approach to the facility's channels by the staff

Say Hello To More

Tourism and Marketing and Communications submitted separate applications in January to avail of funding for the latest RoI 'Say Hello To More' campaign (one

application for Mid Ulster generally, with a focus on The Hill of the O'Neill, Seamus Heaney HomePlace and one specifically for Seamus Heaney HomePlace).

The total monies allocated was close to £10K with 75% funded via the scheme.

An integrated campaign was developed, targeting border counties (Monaghan/Cavan/Donegal), using press, radio and digital, and building in spring offers from the Mid Ulster tourism trade to encourage short spring and Easter breaks. Mid Ulster also featured in an Irish Independent Say Hello To More supplement.

This has proved to be a positive example of collaborative, cross-service working, optimising spend and taking a holistic approach to the positioning of our key visitor attractions.

Heart of Ancient Ulster Brand Development

A brand development proposal to deliver against the second strand of the Tourism Strategy (History and Heritage) has also been produced.

While this strand consists of disparate sites and locations which all need to be held under a consistent brand banner, there are two substantial products under the Council's control which are at the core of the 'Heart of Ancient Ulster' proposition: The Hill of The O'Neill, Dungannon and the Davagh Dark Sky Observatory and Visitor Centre.

Decisions around the development of the heritage brand have now reached a time-critical stage given that the Davagh Dark Sky project has received funding (even if the project start is to be delayed) and that The Hill of The O'Neill's positioning as a heritage product needs to be reviewed and its branding refreshed.

Leisure & Outdoor Recreation

General

The service continues to work to support the delivery of existing programmes, but also as part of both the leisure improvement objective working group.

February saw a first round of data analysis meetings with all leisure facilities, which is key to the development of a new, evidence-based marketing strategy.

On the Parks side, a practical marketing workshop has been held with to help create ownership among the team and gather initial information for the service's marketing strategy and action plan. Data analysis is also taking place which will provide customer insight and feed into the plan.

A customer survey for each of the leisure facilities has been completed and they are scheduled to go live on Friday 16 March.

As an output of the improvement objective work, the team will also be developing an integrated marketing plan for the health and well-being programmes delivered by leisure and environmental health in the year ahead.

Communications is also feeding into the leisure review, with initial staff briefing documents completed and an engagement and communications plan drafted.

Route Optimisation

Given the magnitude of the changes to bin collections in the Magherafelt area at the end of January, and the potential for negative customer feedback and associated media coverage, credit is due to all the staff involved in the route optimisation project which was implemented smoothly.

There was no negative press and communication via social media channels was positive, with significant numbers of people sharing content, which undoubtedly helped to raise awareness of the changes.

Core Service Activity Levels

News releases issued in January and February.

Note: news releases are not an end in themselves and are often simply the core script. Further creative content and messaging evolves to suit different audiences and translates into activity across channels.

	No issued	Breakdown by service area:
Jan 18	12	Environmental Health 2; SHHP 2; Leisure 2; Tourism 1; Environmental Services 1; Parks 1; Burnavon 1; Finance 1; Environmental Health & Leisure 1.
Feb 18	16	Burnavon 3; Economic Development 2; Environmental Health 2; Tourism 1; Hill of the O'Neill 1; Chair 1; SHHP 1; Community Development 1; Finance 1; Sustainability 1; Environmental Services 1; Environmental Health & Leisure 1.

Media Enquiries

	No received	No answered in 4hrs	Fastest response time	Slowest response time	Top Topic(s)	Top Source(s)
Jan 18	22	11	16mins	11hrs 23mins	Planning (5)	Dugannon Herald (5), Tyrone Courier (5)
Feb 18	23	17	2mins	14hrs 20mins	Rates (3) Planning (3)	Irish News (5), Dugannon Herald (5), Derry Post (5)

Corporate

Internal communications

In Focus news letter to be issued w/c 19 March.

Next team brief to issue after the Easter break.

Some initial development work is also taking place to try and address the difficulties in conveying the content of policies to front-facing employees, particularly in Environmental Services.

Community Plan

The first Mid Ulster Community Plan Communications and Engagement Strategy was drafted in February.

Insight: Residents' Magazine

The next residents' magazine will be distributed w/c 23 April 2018, with content supporting corporate and service priorities, as well as improvement objectives.

Strategic Projects

Davagh Dark Sky Observatory and Visitor Centre – initial work has begun on the development of a marketing strategy and action plan for the Davagh project.

Village Renewal and Capital Projects – there are a substantial volume of capital projects being delivered and planned for the in-coming year and a timetable of promotional activity is under development.

News Release Publication Summary

A summary of the news releases issued, their publication rates across local papers is provided below for November 2017 through to January 2018.

General Observations

Stories with the strongest news values perform best (e.g. people-focussed, broad local appeal, 'first, last, highest, lowest', good visual interest). These are generally also those which have significance for the organisation and so their use as editorial carries weight as third party endorsement.

Those stories which perform less well are those with little real newsworthiness, those which are tired or 'repeats' or could more properly be considered 'advertising presented as editorial'.

While the Derry Post has the lowest publication rate, it is the most focussed on a specific geographic area (the northern part of the district, specifically Magherafelt, Maghera and the settlements immediately surrounding them) and therefore more discerning about covering anything beyond those areas. This means that while it remains a target for Cookstown stories also, only the strongest of these are carried. It is also the paper least likely to carry general Mid Ulster stories.

The Tyrone Times publication rate reflects the paper's current status, with no dedicated editorial staff.

The Mid Ulster Mail's coverage can fluctuate also given it now only has one reporter and a remote, centralised editorial team.

High level statistics for the months November to January are provided below.

November 2017

- 30 news releases issued.
- 11 stories received 100% coverage
 - Christmas events across all towns
 - Dungannon Leisure Centre consultation
 - digital seminars
 - Dungannon Market Square improvement scheme.
- 5 stories were published in all but 1 target publication
 - Small Business Saturday
 - Eco-School success
 - CouchTo5K,
 - Online Dog Licensing
 - Mid Ulster confirmed as most entrepreneurial region.
- 4 stories performed less well, accounting for 19% of the non-publication rate
 - Council lobbies to keep Cookstown depot open (repeated)
 - Council calls for new business starts to go for it (niche audience)
 - planning decisions demonstrate sustainable development in action (little general interest)
 - report it function on Binovation app (timing of release with post-event activity and Market Square scheme adversely impacted performance).
- 124 possible articles. 84 published. 67.7% overall publication rate. Adjust for those stories performing less well and the publication rate rises to 86.7%.

Title	No published/no of potential articles	% publication rate
Mid Ulster Mail	14/23	60.9%
Mid Ulster Mail (SD)	14/21	70%
Derry Post	11/18	61.1%
Tyrone Courier	18/24	75%
Tyrone Times	11/20	55%
Dungannon Herald	16/21	72.2%

December 2017

- 17 news releases issued
- 5 stories received 100% coverage
 - Post event coverage for Christmas events
 - BBC Radio Ulster Broadcast from the Burnavon
 - Seamus Heaney HomePlace Christmas poem and new programme.
- 5 stories were published in all but 1 target publication
 - Christmas recycling
 - Chair's Christmas message
 - Heart of Ancient Ulster LPS consultation
 - Post event civic awards
- 1 story performed less well, accounting for 8% of the non-publication rate
 - Council launches language policies (adversely impacted by timing of release in midst of Christmas coverage).
- Worth noting the challenge of stories competing for space amongst advertising in December.
- 75 possible articles. 51 published. 68% overall publication rate. Adjust for those stories performing less well and the publication rate rises to 76%.

Title	No published/no of potential articles	% publication rate
Mid Ulster Mail	13/14	92.9%
Mid Ulster Mail (SD)	13/14	92.9%
Derry Post	4/11	36.4%
Tyrone Courier	8/13	61.5%
Tyrone Times	9/12	75%
Dungannon Herald	7/11	63.6%

January 2018

- 12 news releases issued.
- 4 stories received 100% coverage
 - New bin collections for Magherafelt area
 - Seamus Heaney HomePlace Burns programme
 - Cookstown Health Fair
 - New Milltown play park (joint issue with NIHE).
- 3 news releases received coverage in all but 1 target publication
 - Moneymore Recreation Centre refurbishment
 - Successful men's health programme in Dungannon Leisure Centre
 - Launch of visitor guide.
- 3 stories performed less well and accounted for 17.6% of non-published stories

- PLATO EBR programme (niche)
 - Burns celebration at the Burnavon (repeat)
 - Council encouragement for people to respond to affordable warmth scheme consultation (little newsworthiness, particularly given council was largely in agreement with the proposed changes to the scheme).
- 51 possible articles. 30 published. 58.8% overall publication rate. Adjust for those stories performing less well and the publication rate rises to 76.4%.

Title	No published/no of potential articles	% publication rate
Mid Ulster Mail	6/9	66.7%
Mid Ulster Mail (SD)	6/9	66.7%
Derry Post	4/8	50%
Tyrone Courier	5/8	62.5%
Tyrone Times	4/6	66.7%
Dungannon Herald	5/8	62.5%

Note: news releases are not an end in themselves and are often simply the core script. Further creative content and messaging evolves to suit different audiences and translates into activity across channels.

February 2018

- 16 news releases issued.
- 5 stories received 100% coverage
 - International Women's Day events
 - Response to Heart of Ancient Ulster LPS consultation
 - Fuel Stamp Scheme
 - Rates Rise
 - Mid Term Break Voted Favourite Seamus Heaney poem
- 5 news releases received coverage in all but 1 target publication
 - Westlands Home exhibition in the Burnavon
 - Children's Bee Safe programme
 - Community Health & Well-being fair
 - International Women's Day event (second)
 - Appointment of Desertcreat contractor.
- 2 (related) stories performed less well and accounted for 6.3% of non-published stories
 - Craft workshops at the Bridewell and Saturday Kids Club at the Bridewell (second release a repeat of the first and both are more accurately advertising than editorial).
- 79 possible articles. 58 published. 73.4% overall publication rate. Adjust for those stories performing less well and the publication rate rises to 79.7%.

Title	No published/no of potential articles	% publication rate
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Mid Ulster Mail	14/14	100%
Mid Ulster Mail (SD)	13/15	86.7%
Derry Post	7/11	63.6%
Tyrone Courier	8/11	72.7%
Tyrone Times	7/14	50%
Dungannon Herald	8/11	72.7%

Note: news releases are not an end in themselves and are often simply the core script. Further creative content and messaging evolves to suit different audiences and translates into activity across channels.

Action Points

- Continue to monitor publication rates.
- Review releases carried on a weekly basis and, when merited, follow up non-publication with editorial staff.
- Introduce target of a 70% overall publication rate.
- Undertake a new round of engagement with local editors.
- Consider opportunities to strengthen weaker stories through stronger presentation (e.g. headline and opening paras, writing style, news angle) to increase publication rate.
- Consider non-issue of releases in cases where the subject matter is niche, has little broad appeal or is more suitable for an advertising-only approach.

Report on	National Association of Councillors and Local Government Staff Commission
Date of Meeting	Thursday 12 th April 2018
Reporting Officer	P Moffett, Head of Democratic Services
Contact Officer	P Moffett, Head of Democratic Services

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	x

1.0	Purpose of Report
1.1	To update the committee on correspondence received from the Local Government Staff Commission (LGSC) and the National Association for Councillors (NAC) on annual membership/contributions payable for 2018-19.
2.0	Background
2.1	The Council is a member of the National Association of Councillors (NAC) to which it has elected member representation. The current representatives are Cllrs McFlynn, Cuthbertson, McKinney, Molloy, J Shiels, O'Neil, Gildernew and Clarke.
2.2	The Local Government Staff Commission (LGSC) is an Executive Non-Departmental Public Body established under the Local Government (NI) Act 1972. It exercises general oversight and makes recommendations on matters connected to recruitment, training and terms and conditions of employment of officers of council and the NI Housing Executive. Councils are obliged to make annual payment for services provided.
2.3	The NI Executive in June 2014 agreed that the Commission be wound up on 31 st March 2017 (2 years after the establishment of the new Councils i.e. Local Government Reform). The Commission has confirmed that as the NI Assembly is currently suspended it is unlikely that the necessary Dissolution Order to wind up the Commission will be in place in the near future. It is therefore required to make payment for 2018-2019.
3.0	Main Report
3.1	The Council has received invoices for payment to the LGSC and NAC relating to the period 2018-2019 to which it is currently a member council.
4.0	Other Considerations
4.1	Financial, Human Resources & Risk Implications
	Financial: NAC - £3,200 (2018-19) and LGSC £20,540. To be met from within council existing budgetary provision.

	Human: Not applicable
	Risk Management: Not applicable
4.2	Screening & Impact Assessments
	Equality & Good Relations Implications: Not applicable
	Rural Needs Implications: Not applicable
5.0	Recommendation(s)
5.1	That the committee notes requests for payment from the National Association of Councillors and Local Government Staff Commission for the 2018-19 period.
6.0	Documents Attached & References
	Appendix A – Correspondence from Chief Executive, Local Government Staff Commission



Our Ref: AEK/gmc

Your Ref:

Date: 22 February 2018

Mr Anthony Tohill
Chief Executive
Mid Ulster District Council
Council Offices
Circular Road
Dungannon
BT71 6DT

Dear Mr Tohill

LOCAL GOVERNMENT STAFF COMMISSION - DISSOLUTION FUNDING AND CONTINUING OPERATIONS 2018/19

Following discussion with the Department for Communities, the Commission has concluded that it is unlikely that the Dissolution Order to wind up the Commission will be in place in the near future.

Consequently, in order to implement our statutory functions, it is necessary for the Commission to determine a financial scheme up to 31 March 2019.

In accordance with the 2018/19 Management and Dissolution Plan, the Commission has estimated its total financial requirement to be £453,199 for the year ahead. Income from ongoing operations, which is offset against this figure is estimated at £34,000, leaving an amount of £419,199 to be raised from District Councils and the NIHE (the NIHE paying £84,357).

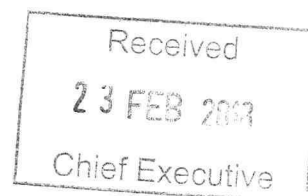
By virtue of the apportionment arrangements Mid Ulster District Council with a rateable value of £1,492,110 is required to pay 4.8997% of £419,199 namely £20,540 (£18,495 in 2017/18). I therefore attach an Account for this amount and would be grateful if it could be remitted to the Commission by 30 April 2018.

The increase in the 2018/19 figure as opposed to the previous year is due to the fact that the Commission, in anticipating that it would be wound up w.e.f 31 March 2017 subsidised the scheme utilising all available cash reserves which are now depleted.

If you have any queries in relation to the work of the Commission or the services provided or require further information, please do not hesitate to contact me.

Yours sincerely

DR ADRIAN E. KERR
Chief Executive
Enc





Local Government Staff Commission

INVOICE

To:

Mid Ulster District Council
Council Offices
Circular Road
Dungannon
BT71 6DT

Invoice No. 58

Invoice Date 21/02/2018

Account No. MID02

Details

LGSC Council Contribution 2018/19

Net

20,540

Please make BACS payments to:

First Trust Bank

Main Street

BANGOR

Co Down

Sort Code 93-82-03

Account No 02235469

Remittances to:

Local Government Staff Commission

Commission House, 18-22 Gordon Street

Belfast, BT1 2LG

Tel no: 028 9031 3200

Total Net Amount £20,540

Invoice Total £20,540

Report on	Corporate Health Indicators: 2017-18 (Qtr 1-3)
Reporting Officer	A Tohill, Chief Executive
Contact Officer	P Moffett, Head of Democratic Services

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	X

1.0	Purpose of Report											
1.1	To provide members with an update on the measurement of the council's Corporate Health Indicators for Qtrs. 1 to 3 of the period 2017-18.											
2.0	Background											
2.1	The committee at its meeting of October 2017 (business item PR 178/17 refers) considered a suite of Corporate Health Indictors for reporting on to elected members. Reporting on the corporate health indicators provide a barometer of how the council is doing across its services.											
2.2.	Council at its November 2017 meeting approved the corporate health indicators.											
3.0	Main Report											
3.1	<p>The suite of corporate health indicators act as a 'performance dashboard' and have been set for the 2017-18 period. Appendix A to this report provides a Qtr 3 2017-18 position for indicators within the areas as detailed below.</p> <table><tr><td>Economy</td><td>Waste Management</td><td>Council Facilities</td></tr><tr><td>Better Responses</td><td>Staffing</td><td>Engaged Workforce</td></tr><tr><td>Finances</td><td></td><td></td></tr></table>			Economy	Waste Management	Council Facilities	Better Responses	Staffing	Engaged Workforce	Finances		
Economy	Waste Management	Council Facilities										
Better Responses	Staffing	Engaged Workforce										
Finances												
3.2	We are continuing to work on putting arrangements in place to collate data on a small number of other corporate health indicators. These focus on the areas of Better Responses, Resident Satisfaction and Council Facilities.											
4.0	Other Considerations											
4.1	<p><u>Financial & Human Resources Implications</u></p> <p>Financial: not applicable</p> <p>Human: not applicable</p>											
4.2	<p><u>Equality and Good Relations Implications</u></p> <p>not applicable</p>											

4.3	<u>Risk Management Implications</u> not applicable
5.0	Recommendation(s)
5.1	That members review and comment as necessary on the Corporate Health Indicators measurement for Qtrs.1 to 3 of the period 2017-18
6.0	Documents Attached & References
	Appendix 1: Corporate Health Indicators – Qtr 3 2017-18



Corporate Health Indicators

Mid Ulster District Council

Economy



174
No of jobs promoted



13.8
Weeks
Average processing time local planning applications



44.4
Weeks
Average processing time major planning applications



94%
% building regulations applications determined to target

Waste Management



27.36%
of waste going to landfill



56.13%
of waste recycled

Council Facilities



Visitors to Arts & Cultural Venues

261,520



Users of leisure & recreational facilities

1,453,624



3
No. of RIDDOR incidents

Better Responses



83%
FOI requests responded to within target



7,488
No of online transactions

Staffing



687.55
Number of staff (FTEs) on payroll



382
Number of casual staff employed in past 12 months



95.77%
Attendance



2.17%
Overtime

Engaged Workforce



60.95%
of workforce satisfied with current job



79.48%
of workforce who take pride in working for the Council



69.91%
of workforce who understand council's priorities and how they contribute to them

Finances



£7,381,213
Loans outstanding



£8M
Cash reserves



98%
Invoices paid within 30 days



600
Number of organisations receiving grant aid

Report on	<p>Nine Month Progress Update on the Council's Performance Improvement Plan (Q1, Q2 & Q3 2017-18)</p> <ul style="list-style-type: none"> • Four Improvement projects • Statutory & Corporate Performance Improvement Indicators/ standards
Reporting Officer	P Moffett, Head of Democratic Services
Contact Officer	L Jenkins, Performance & Quality Officer

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	X

1.0	Purpose of Report
1.1	The report provides members with monitoring information on review of performance against our seven statutory and three corporate performance improvement indicators and standards for the first nine months of 2017/18. The report also provides a progress summary against the Council's four corporate improvement projects. The indicators and standards as well as the 4 improvement projects are contained within our Performance Improvement Plan 2017/18 and 2018/19.
2.0	Background
	Council Discharging Duties under the Local Government Act (NI) 2014
2.1	Part 12 of Local Government Act (NI) 2014 sets a General Duty of Improvement in that, " <i>a Council must make arrangements to secure continuous improvement in the exercise of its functions</i> ". It sets out that a Council must consult upon and publish an annual forward looking Performance Improvement Plan by 30 th of June each year, setting out how it aims to make arrangements to secure improvements in the " <i>exercise of its functions</i> ".
2.2	The Council's four improvement objectives for 2017-18 and 2018-19 were published in June 2017. Each improvement objective is aligned with an improvement project. Each project is under the direction of senior responsible officer (Director), and contain priority improvement activities for the next 2 years, in total there are now 49 improvement activities across all four projects. This report offers details of our nine month progress, Quarter One (Q1), Quarter Two and Quarter Three (2017 - 2018) in delivering the Improvement Objectives contained within our Performance Improvement Plan 2017/18 and 2018/2019.
2.3	<p>The Improvement Projects/associated activities included in the Performance Improvement Plan are:</p> <ol style="list-style-type: none"> 1) To assist in the Growth of the Economy by increasing the number of visitors to our district - (14 improvement activities) 2) To help manage our waste and environment by reducing the amount of waste going to landfill - (8 improvement activities)

	<p>3) To improve the accessibility of our services by increasing the number available online - (19 improvement activities, 1 added in Q3)</p> <p>4) To support people to adopt healthier lifestyles by increasing the usage of Council Recreational Facilities (8 improvement activities)</p> <p>Progress on four corporate improvement projects 2017 - 2019 is in Appendix One.</p>
2.4	<p>Statutory & Corporate Performance Improvement Indicators/Standards.</p> <p>Local Government (Performance Indicators and Standards) Order (NI) 2015 has specified performance indicators and standards for the Council on Economic Development, Planning and Waste Management. Statutory indicators and standards/targets have been set by the former Department of the Environment (now Department for Communities), on which to report annually, as part of the performance improvement arrangements for district councils, (hereafter referred to as statutory “set for us” performance measures). The aim of performance measures is to promote the improvement of service delivery for the functions specified.</p>
2.5	<p>Council set three self-imposed performance improvement indicators and standards for 2017/18 (hereafter referred to as “set by us” performance measures), forming an integral part of our Improvement Plan. Taken together all ten measures are known as our “<i>Corporate Performance Improvement Indicators</i>”. These form part of our day-to-day business and act as a barometer of how the Council is improving corporately.</p>
3.0	Main Report
	<p>Monitoring & reporting on the Statutory & Corporate Performance Indicators</p>
3.1	<p>The Performance Improvement Plan 2017 to 2019 - Statutory and Corporate Improvement Indicator Report for the first nine months of 2017/18, gives an overview of progress in relation to managing and monitoring Mid Ulster Council’s Corporate Improvement Performance Indicators (Appendix Two). Some of the data which form the statutory “set for us” indicators are reliant on third party information being supplied to Council services and are classed as management data as opposed to ‘audited’ data.</p>
3.2	<p>The management of the 10 Performance Improvement Indicators is a key mechanism of the Council’s Performance & Improvement Framework. Each quarter, information relating to the 10 indicators are updated and provide:</p> <ul style="list-style-type: none"> • Performance against target, assessment, action plan (trend analysis). • Reporting & management accountabilities. • Target Direction; more is better, less is better etc. • Performance trend, which utilises symbols to show whether there is improvement, no change or a fail /or change in a performance indicator compared to the last period. • Results against targets are assessed using a red, amber, green (RAG reporting) status; this shows whether performance is on or exceeds target (green), whether it is close to target (amber), or failing (red), blue signifies the action is completed, and colour purple indicates information not yet available. • Links to the corporate plan

3.3	<ul style="list-style-type: none"> Activity of all 10 Performance Improvement PI's, at Senior management Team, will be closely monitored, as part of the overall information to ensure Council reacts appropriately to changing levels of demand/performance
	<p>A summary overview of 10 Corporate Performance Improvement Indicators at end of Q3 2017/18 is outlined below:</p> <ul style="list-style-type: none"> a) 6 indicators reported as Green (On target) b) 3 indicator reported as Amber (close to target) c) 1 indicators reported as red (falling short of the pre-defined standard)
3.4	<p>Monitoring and Reporting the Corporate Improvement Plan Projects</p> <p>Under the Council's four improvement objectives, 49 priority actions/measures have been identified (Appendix Two). Monitoring of the Corporate Improvement Plan is through quarterly reporting of services' operational improvement objectives contained within the annual service improvement plans (SIPS). These are part of Council's approach to ensuring/mitigating action to manage, maintain and improve performance or to re-prioritise work in consultation with management, staff and members.</p>
3.5	<p>The Corporate Improvement Projects Third Quarter report is divided into four sections. Each concentrates on reporting the progress against each improvement project. The reporting format explains how each activity or measure in the project has progressed (commentary section), highlights delivery dates, expected outcomes and the success measures (level of service), as well as current quarter status (through RAG reporting).</p>
3.5	<p>Summary of Q3 Corporate Improvement Projects (CIP's) Progress</p> <p>A summary of the Corporate Improvement Plan Projects' activity for Q3 is outlined below, and also as a dashboard within the report (Appendix One). The number of actions being monitored for improvement in year is now 49 (one additional action was added to CIP 3 project during Q3).</p> <ul style="list-style-type: none"> a) 33 actions are on target b) 10 actions are trending away from target c) 4 actions have been completed d) 0 actions have missed their target e) 0 actions are awaiting data from government depts. f) 2 actions not due to have started
3.6	<p>Evaluation on Nine Month Progress of the Four Improvement Projects 2017/18</p> <p>To provide an assessment on progress of the improvement plan and an informed judgement, the following assessments have reached based on information made available from services (Table 1 - Evaluation Descriptors). Those improvement objectives assessed as "Excellent" or "Good" are not a cause for concern. Areas assessed as "acceptable" require a watching brief, while areas evaluated as "improvement required" require attention. Evaluation is made using the following:</p> <p>Table 1. – Evaluation Descriptors</p>

3.7

Status	Evaluated as	Explanation
Green	Excellent	All actions and measures are on track
Amber	Good	Actions and Measures mostly on track, several are falling marginally short of planned targets
Orange	Acceptable	Some actions and measures deviated from plan and some are falling short of planned targets
Red	Improvement required	Actions and measures mostly falling short of planned targets

Table 2. - Evaluation of progress in Q3.

	Q1 Apr – Jun	Q2 Jul - Aug	Q3 Sept - Dec
Improvement Project	Overall Evaluation for Improvement Project One		
1) CIP 1 - To assist in the growth of the local economy by increasing the number of visitors to our district.	Excellent	Good	Good
Improvement Project	Overall Evaluation for Improvement Project Two		
2) CIP 2 – To help manage our waste and environment by reducing the amount of waste going to landfill	Excellent	Excellent	Excellent
Improvement Project	Overall Evaluation for Improvement Project Three		
3) CIP 3 – To improve the accessibility of our services by increasing the number available online	Excellent	Good	Good
Improvement Project	Overall Evaluation for Improvement Project Four		
4) CIP 4 – To support people to adopt healthier lifestyles by increasing the usage of Council recreational facilities.	Excellent	Good	Good

3.8

Reporting on the Councils Corporate Health Indicators

The committee at its meeting of October 2017 considered a suite of “*Corporate Health Indicators*” for reporting on to elected members, presented by the Chief Executive. Reporting on the Corporate Health Indicators also provide a barometer of how the council is doing across its services; Indicators are effectively a ‘performance dashboard’, providing a summary of how the Council is doing across its services:

A separate report will be brought to committee on the Corporate Health Indicators.

4.0

Other Considerations

4.1	<u>Financial & Human Resources Implications</u> Financial: NA Human: NA
4.2	<u>Equality and Good Relations Implications</u> – not applicable
4.3	<u>Risk Management Implications</u> – Data contained in the Nine Month Performance Improvement Progress Report is provisional, as unaudited “data” and is characterised as management information. All in-year results may be subject to later revision.
5.0	<u>Recommendation(s)</u>
5.1	That members scrutinise the performance achieved, assess progress and performance against standards/targets and provide commentary as necessary. Members identify any areas of concern and seek assurance for future activity where concluded that performance needs to improve.
6.0	<u>Documents Attached & References</u>
6.1	Appendix One: Corporate Improvement Projects 2017/18 – Nine Month Progress Update (Q1-Q3) Appendix Two: Mid Ulster District Council Performance Improvement Plan 2017 to 2019 Statutory & Corporate Performance Improvement Indicators (Nine Month Progress Report 2017-18)

Corporate Improvement Projects 2017-18

Quarter One to Quarter Three

Nine Month Progress Update

Mid Ulster District Council's Corporate Improvement Projects for 2017-18 and 2018-19

Project One (A Mc Creesh): ***To assist the growth of the local economy by increasing the number of visitors to our district*** –Links to
*Economic Growth & **Sustaining Our Economy

Project Two (A Cassells): ***To help manage our waste and environment by reducing the amount of waste going to landfill*** –Links to
*Infrastructure & **Delivering for Our People

Project Three (JJ Tohill): ***To improve the accessibility of our services by increasing the number available online*** - Links to *Health &
Wellbeing & **Delivering for Our People

Project Four (AM Campbell): ***To support people to adopt healthier lifestyles by increasing the usage of Council recreational facilities*** – Links
to *Health and **Wellbeing & Delivering for Our People

Key: Improvement Activity Status Colours and Descriptors

Green	Signifies everything is on track in terms of activity, deliverables, scope, budget, & timeframe. Performance is moving in the right direction.
Amber	Signifies performance is moving away from target, some items may need corrective action, are still within tolerance.
Red:	Signifies there is a problem shift in the wrong direction, which requires response from senior management.
Grey:	Not due to have started
Blue	Signifies PI, target, outcome achieved/completed
Purple:	Information not available

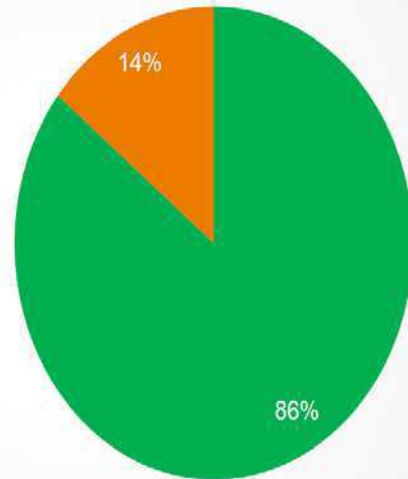
**Community Plan Theme*

***Mid Ulster District Council Corporate Plan Theme*

Corporate Improvement Projects for Q3 2017 to 2018 - Progress Overview Dashboard

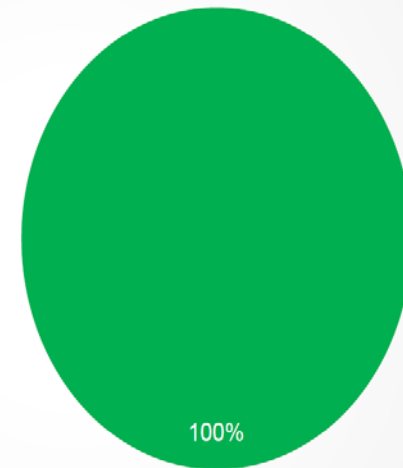
CIP 1. - Assist in the Growth of the Economy by increasing the number of visitors to our district

- IN PROGRESS ON TRACK
- WRONG DIRECTION
- TRENDING AWAY
- NOT DUE TO START YET
- COMPLETED



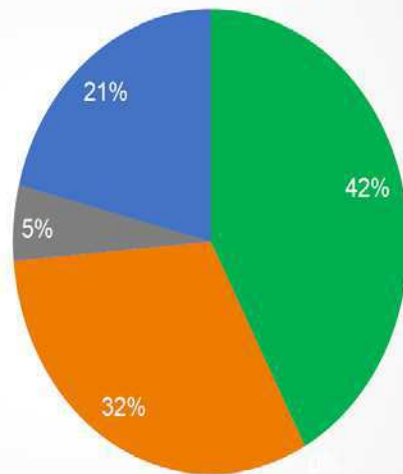
CIP 2. - To help manage our waste & environment by reducing the amount of waste going to landfill

- IN PROGRESS ON TRACK
- WRONG DIRECTION
- TRENDING AWAY
- NOT DUE TO START YET
- COMPLETED



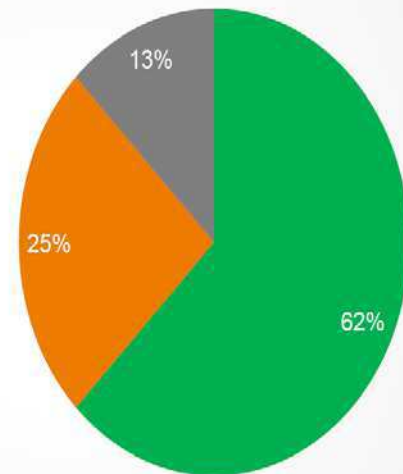
CIP 3. - To improve the accessibility of our services by increasing the number available online.

- IN PROGRESS ON TRACK
- WRONG DIRECTION
- TRENDING AWAY
- NOT DUE TO START YET
- COMPLETED



CIP 4. - To support people to adopt healthier lifestyles by increasing the usage of Recreational facilities.

- IN PROGRESS ON TRACK
- WRONG DIRECTION
- TRENDING AWAY
- NOT DUE TO START YET
- COMPLETED



CIP 1: To assist in the Growth of the Economy by increasing the number of visitors to our district - (Adrian Mc Creesh).

Action Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP1/A001	Performance and Quality Framework developed for all Visitor Information Centres (VIC's): -(i) Audit baseline figures all visitors VIC's, develop associated Performance Management Framework, (ii) prepare improvement action plan for all current & prospective VIC's (iii) attain TNI minimum standards by 2020 all VIC centres, provision1 more VIC SHHP to standard subject funding , (iv)achieve 90% satisfaction rate Mystery Shopping events at all current VIC's 2017/18.	(i) Audit Complete & (ii) Improvement Action Plan complete. (iii) TNI min standards achieved (iv) 90% Mystery Shopping satis	31/10/2017 31/03/18 31/03/19 Annually					01/04/17 - 31/03/19 Enhance and extend visitor information offering	(1) Internal Audit template completed, one to one meetings with the managers have taken place. Review meetings to take place February 2018 with each manager. Formalised Stat sheet are now in use with data from the Electronic Eyes inputted into TNI business plan (4) The third Quarterly VIC staff meeting has taken place, the next meeting is scheduled for February 2018.) The VIC Audit have taken place at each centre the information from the study will create the Action Plan. Mystery shoppers visited Cookstown, Dungannon and Magherafelt VIC in August 2017, evidence from these will support the audit and feed into the action plan, Dungannon achieved 95%, Magherafelt 95% awaiting Cookstown VIC result.
CIP1/A002	Achieve World Host Status (WHS) for Clogher Valley & Cookstown by 2021 :(25% of local Clogher Valley businesses achieve WHS) by 2019 & Cookstown by 2021 and 2 MUDC staff qualify as WH trainers &	(i) Clogher Valley World Host Status & (ii) Cookstown World Host Status	(i) 31/03/19. (ii) 31/03/21					01/04/17 - 31/03/21 Successfully achieving WorldHost Recognition.	Tourism businesses identified within defined area, targeted for 1st round of training. Baseline audit extended & ongoing, include additional businesses. (2) Action Plan- towns identified and prioritised for training. 1st WorldHost training scheduled for 20/02/18.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP1/A003	"Digital First" - Digital Tourism Strategy in place by June 2017: Useable Trade Hub & Customer Facing Website in place	Digital Strategy Complete. Percentage of MUDC Tourism businesses accessing & utilising hub	June 2017 60% by March 2018					01/06/17 - 31/03/18 Positive feedback from the trade and public that are using the hub. (2) 60% of all MUDC tourism businesses accessing and utilising the Industry Hub March 2018. Identify Industry Digital Needs and develop and deliver training.	1. Industry Hub now complete, private sector and industry being trained on using the Hub. 2. Request to extend delivery of Digital strategy due to Tourism NI new digital plans. During Q4 Tourism NI plans to work with all Councils on a collective NI Visitor Digital presences
CIP1/A004	Appoint External consultancy to undertake audit of customer experience journeys: at all MUDC Heritage, Culture/Arts/Visitor attractions & Tourism Related facilities.	No. of Completed Customer Experience Audits of MUDC Heritage, Culture, Arts, Visitor Attractions & Tourism Related Facilities by	March 2019 – in all 17 Audits completed:- Ranfurly, SHHP, Burnavon, TullyHogue Fort, & MUDC Leisure Centres, Dungannon Park Round Lake, Maghera Walled Garden, Davagh Forest, Manor Park, Lough Fea					01/07/17 - 31/03/19 Increased understanding of customer experiences, customer journeys and customer offerings.	Awaiting budget confirmation to progress in 2018/19 (3) The Culture and Arts Strategy is now complete and approved by council. One of its Actions has been identified to carry out a baseline study.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017- 2019	Comments
				Q1	Q2	Q3	Q4		
CIP1/ A005	Develop Visitor Experience & Customer Journeys Improvement Plans: for Council's Heritage, Culture & Arts facilities, Visitor attractions and Tourism related facilities by March 2018	SMART Visitor Experience & Customer Journeys action Plan developed	March 2018					01/04/17 - 31/03/18 Focused and innovative facilities and products	1. Procuring and appointing consultant to carry out Customer Mapping Journey exercise at Home place and Ranfurly House during Feb & March 2018.
CIP1/ A006	Heart of Ancient Ulster Phase 1 - 2: - Landscape Plans developed by 11/18. Submit stage 2 application fund Heritage Lottery Fund (Develop projects in conjunction with Mid Ulster Heritage Cluster); set and agree targets for Mid Ulster Council (Nov 18) & 2 New Officers in place by 08/17	Application, associated plans & targets for stage 2 HLF Officers recruited	By November 2018. August 2017					01/04/17 - 30/11/18 To develop and submit a stage 2 application to HLF by November 2018 To set and agree targets for Mid Ulster Council by Nov 2018 under the Landscape HLF programme	1. HLF Officers now appointed. Partnership board to be established Jan 2018. Cluster consultation being delivered Jan 2018

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017- 2019	Comments
				Q1	Q2	Q3	Q4		
CIP1/ A007	Complete Phase 2 of US Grants to achieve 4/5 star TNI grading by 31 March 2019: - source funding complete project for access & external signage & review & upgrade white/brown signage by March 2018 & undertake TNI grading on site Dec 2018. Site to be included on Ulster Ireland International Appalachian (IAT) Trail March 2019	US Grants TNI Grade Funding sourced & Signage audited TNI grading achieved. IAT inclusion for International Market Site to be included on the Ulster Ireland International Appalachian Trail Increase Visitor no.s to US Grants	31/03/2019 . 4/5 grading by 31/03/18. 31/03/19 2000 by 2020					01/04/17 - 31/03/19 Enhance and extend visitor information offering	(1) Funding sourced internally to update and erect 5 x USG white on brown signs. .
CIP1/ A008	Launch the upgraded Carleton Trail by Sept. 17: increase out of district visitors to trail by 10% p.a. and launch Carleton Trail Self Guiding App. by March 2018 & establish 1 literary event p.a. around Carleton	Upgraded Carleton Trail Launch. Carleton Trail App Establish no. of Carleton Literary Event	30/09/2017 30/04/18 One event by 31/03/19					01/04/17 - 31/03/19 To increase out of district visitors using the Carleton Trail by 10% per year.	(1) Self guiding virtual App development for Carleton Trail ongoing and should be ready for launch in March 2018 (2) The Carleton Trail was launched on Friday 15 September 2017 alongside the opening of the Carleton Summer School 2017 which took place from 15-17 September 2017.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017- 2019	Comments
				Q1	Q2	Q3	Q4		
CIP1/ A009	Deliver 20 Corporate Strategic Events p.a. to 2019 attracting an increase of 5% attendance figures on 2016.17 (attendance fig 16.17 were 95,100)	Deliver No. of Corporate Strategic Events. Increase annually attendance figures at Annual Corporate events to 2019	20 p.a. Over 2 years Attendance figures achieved by March 2019 of 99,855 (cumulative)					01/04/17 - 31/03/19 Attract and grow hallmark events, thereby raising the profile of the area and bringing economic benefits to the district.	The following Corporate events were delivered during quarter 3. Halloween Maghera Fireworks & Fun Day (4,000), Coalisland Fireworks (2,000), Dungannon Fireworks (4,500), Cookstown Fireworks (5,000), Magical Xmas Kingdom Dungannon and Switch On (9,500), Magherafelt Xmas Market and Switch On (24,000), Cookstown Switch On (4,000) and Santa's Grotto (2,000), Coalisland Switch On (2,000)
CIP1/ A010	Extend Trade Participation at at major trade and consumer promotions: - World Travel Market (WTM) - new no.s in attendance & reporting on new sales & Balmoral Show, upskill trade & staff through Learning & Development (L & D sales & promotion), extra space booked at shows	No of new trade participants at WTM show. No. of trade & staff upskilled in sales & promotion Purchase additional space at Pavilion Balmoral Show and Inside Desk WTM	3 20 upskilled by March 2018 By 31/03/19					01/04/17 - 31/03/19 Widen & enhance the commercial tourism skills both in the private sector and MUDC staff. Purchase extra space and shows to accommodate tourism businesses Three new business participating in WTM and reporting on new sales	(1) Promotion and Packaging workshop held, speakers Colm Murphy, Matthews Coaches and Nuala Saul, Brack Tours, with 24 attendees. With feedback evaluation on it excellent overall. (2) Stands booked for Holiday World, Belfast & Dublin and new Back to our Past, Belfast Show being explored.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP1/A011	Generate Support for 5 Tourism Clusters via Tourism Development Group: - Clusters are: (1) Seamus Heaney, (2) Outdoor Rec., (3) Events, (4) Archaeology Culture & Heritage, (5) Good Food & develop Communications and engagement plans with agencies, stakeholders and residents	No. of Cluster group meetings p.a. Each meeting achieves % attendance rate No. of Cluster Group 1 yr. Action plans in place. No. of Comms.& Engagement plans developed	6 meetings – 70% attendance rate. 1 Comms & Engagement Action Plan by March 2018 2 residents Comms. plans by Mar18					01/04/17 - 31/03/19 6 meetings held and report to 6 TDG meetings each year. Plan developed, resourced and delivered by March 2018.	(1) Seamus Heaney Cluster meetings progressing as planned. Heritage Cluster Meetings progressing as planned. Outdoor meetings progressing as planned. Good Food Circle group now focussing on skills development. Events Cluster have not met. (2) Meeting held on 15/11/17 with excellent attendance and positive reports from all in attendance. (1) Draft Engagement Plan available and circulated. (2) Communications Plan drafted.
CIP1/A012	Lead the Dark Skies Devagh Forest Project: DAERA invite MUDC to complete application and submit economic appraisal, amend Business case & economic appraisal by June 2017. Watching brief of Observatory Planning Approval maintained in relation to the re-instatement of additional blanket bog. Develop tender spec for Design Consultant "Interpretation Dark Skies Observatory" Establish Dark Skies within Heritage cluster & ensure action plan progresses and develop tender spec. for consultant to attain (a) Dark Skies Status and (b) a Management Plan for Davagh Forest Park	1. Application to funders DAERA 2. Observatory Planning Material Approval watching brief for re-instatement to blanket bog. Develop tender spec for consultant "Interpretation of Dark Skies Observatory". Dark Skies Action Plan established within Heritage Cluster Develop tender spec for consultant to attain (a) Dark Skies Status and (b) a Management Plan for Davagh Forest Park.	June 2017 TBC March 2018					01/05/17 - 31/03/19 Develop and deliver a unique and outstanding tourism proposition for Mid Ulster that spans over the Heritage and Outdoor Hubs themes.	(1) Planning permission has now been obtained. Application submitted to DAERA and Landfill Tax, both have been successful. Project date for completion, April 2019. (2) Dark skies accreditation application to be submitted in 2018. Event planning for 2018

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP1/A013	Achieve 4 and 5 star TNI visitor attraction grading (Phase 1) for 3 MUDC venues: Seamus Heaney HomePlace , Burnavon, Ranfurly House and Hill of the O'Neill by 2019	Achieve Visitor Attraction Grading HomePlace Achieve Visitor Attraction Grading Burnavon. Achieve Visitor Attraction Grading Ranfurly Hill of the O'Neill.	March 2019 March 2019 March 201					01/04/17 – 31/03/19 Achieve an exceptional or outstanding rating that will be measured by Tourism NI under their rating system at all locations by September 2018.	(1) Progress meeting held at SHHP on Fri 27th October 2017. Low cost actions are being implemented. Working on final cost for signage and sound panels. Waiting for Tourism NI funding opportunities to open. (2) WorldHost training delivered. 9 members of Burnavon staff successfully completed the Principles of Customer Service training.(3) Tourism NI have completed their initial pre-assessment consultation. Awaiting for Tourism NI funding opportunity to open. WorldHost training scheduled for 10/01/18.
CIP1/A014	Design, deliver and launch Seamus Heaney Home Ground Trails Project	Trails developed and operational by	01/09/2018					01/06/17 - 01/09/18 Enhance and develop the customer/visitor experience delivered through the Seamus Heaney HomePlace facility in Bellaghy.	Land and Property Services to have land valuations returned by end of January 2018. Further engagement with landowners re agreements for leasing will follow upon clarification of valuations received from LPS. Planning issues now clarified with Planning Services. Agreement received in Principle by NIHE with regard to Moyola River trails element, Castledawson. Site and proposed trail development at Lagans Road to be acquired and developed upon or near completion new road scheme. Round 2 Submission scheduled to be with HLF by June 2018.

CIP 2: To help manage our waste and environment by reducing the amount of waste going to landfill-(Andrew Cassells).

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP2/M001	Recycle/Compost at least 51% of household waste by (1) Processing additional residual waste by diverting waste from landfill and extracting more recyclates (2) Diverting residual waste to other waste streams	(1) Quarterly WDF returns to NIEA (2) Quarterly reports to Environment Committee	(1) 51% of household waste recycled (2) Approx. 38,000 tonnes					01/04/17 – 31/03/18 (1) Recycling is more sustainable than landfill. . (2) The overall cost of recycling is lower than landfill and creates greater economic benefits.	54.38 % or 9,334 tonnes (more is better) Quarter 3 has a 4.23% increase in household recycling rate compared to corresponding quarter last year which equates to an additional 664 tonnes of waste being sent for either recycling or composting.
CIP2/M002	Restrict the amount of household waste landfilled as a percentage of total amount to no more than 35% (26,514 tonnes based on 2016/2017 tonnages)	(1) Quarterly WDF returns to NIEA (2) Quarterly reports to Environment Committee	(1) No more than 35% of household waste landfilled. (2) Approx. 26,000 tonnes					01/04/17 – 31/03/18 Demonstrates the Council's commitment to Sustainable Development and the Circular Economy.	Cumulative position of 37.52% or 7,177 tonnes - 6.84% less of annual NILAS allocation utilised during the quarter compared to the corresponding period last year equates to 1,017 tonnes less of Biodegradable Local Authority Collected Municipal Waste being sent to landfill for disposal. This is in the context of the 2017/18 annual NILAS allowance which has decreased by 2,199 tonnes compared to 2016/17.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017 -2019	Comments
				Q1	Q2	Q3	Q4		
CIP2/A003	Relaunch the brown bin scheme to increase the amount of food waste collected for composting through Education & Awareness Campaigns including the provision of information to all households and on vehicle advertising Key Actions: Promote Food Waste in Brown Bins on a District wide basis (2) Procure and implement vehicular advertising panels on RCV's (3) Intensive PR and Communications Plan	(1) Distribution of 'Recycling to the Max' information packs to all residents across the District. (2) Installation of new Food Waste Livery on RCV's (3) Promotional literature and free compostable caddy liners were issued to residents	(1) 54,000 No of recycling packs distributed during the months of Apr - Sept (2) Food waste livery placed on 18 No. RCV's					01/04/17 – 31/03/18 Demonstrates the Council's commitment to Sustainable Development and the Circular Economy	(1) 54,000 Recycling Packs distributed during Q1 . Funding application successful for over £5K - allocated to 'No Food Waste' stickers and Shopping Bags. (2) Report will be available for February 2018 Environment Committee on results from second phase of Waste Compositional Analysis.
CIP2/A004	Close Magheraglass Landfill Site (and to award the contract for the final capping of the site) Key Actions: (1) Implement closure plan (2) Procure and deliver final phase of capping (4th)	(1) Cease landfilling operations and utilise the site for transfer facilities only (acceptance of black, blue and brown bin waste collected in the Cookstown area) (2) Procure and deliver a final capping contract	(1) Landfilling operations to cease in May 2017 (2) Capping contract to be delivered during 2018/19					01/06/17 – 31/03/18 Demonstrates the Council's commitment to Environmental Regeneration, Sustainable Development and the Circular Economy	(1) Re-grading/capping preparatory works complete. (2) Contract to be advertised February 2018 for final phase of capping. (3) Report/recommendation to be presented to Environment Committee in March 2018.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP2/A005	Close/Mothball Tullyvar Landfill Site Key Actions: (1) Undertake NI Wide Landfill Capacity study to inform the decision making process	Remaining Void Capacity in existing Cell	Zero Void by September 2018					01/04/17 - 30/06/2018 Demonstrates the Council's commitment to Environmental Regeneration, Sustainable Development and the Circular Economy.	(1) Contract Awarded. Works commenced end of December 2017. Due for completion end of February 2018. (2) Following survey, remaining void at October 2017 - 19,884.1 metres. (3) Landfill Capacity Report revised. Presented to Environment Committee in January 2018. To be tabled at Tullyvar JC in March 2018.
CIP2/A006	Construct a Waste Transfer Station at Drumcoo Recycling Centre, Dungannon in preparation for the closure of Tullyvar Landfill Site Key Actions: (1) Secure Planning (2) Engage design consultants and procure contractor to deliver project	(1) Acquisition of planning approval for the facility (2) Award contract for construction of the waste transfer station	(1) Planning approval to be secured during Q1 (2) Select list of contractors to be appointed during Q2 (3) Construction contract to be awarded during Q3 .					01/04/17 - 30/06/2018 Demonstrates the Council's commitment to a more Sustainable Waste Collection Service by reducing vehicle mileage and by bulking waste close to its source.	(1) Recommendation to award contract endorsed at Environment Committee in November 2017 and P&R Committee in December 2017. (2) Pre-start meeting held with contractor on 5th January 2018. (3) 20 week construction phase.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP2/A007	To award new contracts for the processing of residual wastes, bio-wastes and mixed dry recyclates Key Actions: (1) Explore joint working with other local authorities (2) Procure and implement new contracts	(1) New contract awarded residual waste treatment (2) New contract awarded for bio waste (3) New contract awarded for mixed dry recyclables processing	(1) Award residual waste contract during Q4 (2) Award new bio waste contract during Q2 (3) Award new mixed dry recyclable contract during Q3					01/04/17 - 31/03/2018 Demonstrates the Council's commitment to more sustainable waste treatment by utilising third party processes and contracts to increase recycling rates	(1) Tender evaluation exercise carried out and contracts awarded for MDR. Effective start dates for new contracts - 1st January 2018. (2) Report presented to Environment Committee on 17th December 2017. (3) Contract for residual waste advertised on 14th December 2017. Tender evaluation process scheduled w/c 29th January 2018. (4) Tender report to be presented to Committee in February 2018.
CIP2/A008	To deliver the annual Recycling Awareness Communications Plan to local schools/communities Key Actions: (1) Develop Communications Plan	(1) Number of visits to schools, community groups etc. (2) Number of "themed" promotional weeks supported (3) Number of competitions organised	(1) As per Recycling & Environmental Annual Communication Plan					01/04/17 - 31/03/2018 Heightens the awareness of schools and communities to the environmental & economic benefits of landfill diversion & recycling & the ongoing contribution to a circular economy.	(1) Funding Application submitted to WRAP/DAERA for Dry Recycling Communications. (2) Eco Schools - highest number of registered schools. Report presented to Environment Committee in December 2017. (3) Increased door-stepping by RO's in areas where high levels of bin contamination identified. Literature translation work completed.

CIP 3: To improve the accessibility of our services by increasing the number available online - (JJ Tohill).

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP3/A001	Complete scoping exercise in order to develop project plan : (1) Lead Officer with small task team undertake a scoping exercise based on four broad principles, namely: Challenge: Why, how and by whom the service is currently provided Compare – our performance with that of other local Councils providing a similar service. Consult – with staff , service users and other stakeholders	(1) Scoping exercise completed	(1) CIP3 Smart Action Plan 2017-2018 agreed by May 2017					01/04/17 – 31/05/17 Route map designed to achieve objective	Action plan developed Extension requested until 31 January 2018
CIP3/A002	Milestone: Undertake an analysis/examination of good/next practice of online services and then complete a review and an assessment of Council's online service provision. Lead Officer with small task team to conduct and research a good/next practice benchmark exercise in relation to online service provision/offerings: 1. Industry standards, channel shift, accessibility, navigation Review of other digital standards/plans/strategies 3. Potential initial additional online capabilities	Research findings and recommendations paper on good/next practice with recommendations for service improvement completed by Aug 2017	Good/Next Practice Findings Report with recommendations for service improvement completed by August 2017					01/05/17 – 31/08/17 To define designing online services and systems around customers rather than ourselves	Good practice document, has not yet been completed as anticipated as part of the overall programme of work. A concise paper detailing the recommended direction in the context of activity undertaken to date to the overall programme of work will be produced before the end of Jan. '18 This will include a concise set of recommendations i.e. availability of Council services online. Draft report prepared for 19 January progress meeting. To be circulated when finalised to Lead officer and Head of ICT.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017- 2019	Comments
				Q1	Q2	Q3	Q4		
CIP3/ A003	<p>Undertake an analysis/examination of good/next practice of online services and then complete a review and an assessment of Council's online service provision.Lead Officer with small task team conduct an assessment of current online provision:Navigation Accessibility Current Council analytic websie provision. Website site map and its contract Permission levels admin. rights/web authors,Marketing/PR associated with Council's online service provison, Technical capailities. Accessibility issues (section 75) –</p> <p>Review of compliance with legislation, Data Protection, information security, good practice in data quality, payments financial aspects of online transactions, Equality, Information Comissioner compliance.</p> <p>Review of best practice in relation to CIP3/A002 and identify gaps</p>	Review and findings report on current online service provision with appraised options developed	Current Online Service Provision Report with options for service improvement completed by October 2017					<p>01/05/17 – 30/10/17</p> <p>To understand service demand and customer transaction process in detail</p>	<p>Extension requested until 28 February 2018</p> <p>To be completed when in receipt of report on Good/Next Practice CIP3/A002.</p>

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017- 2019	Comments
				Q1	Q2	Q3	Q4		
CIP3/ A004	Develop an informed prioritised programme of work/SMART Action Plan to automate digitise services	Prioritised Programme of work SMART action plan developed	SMART Action Plan completed by Nov 2017					01/07/17 – 31/10/17 A plan to automate and make digital online services where practicable	Extension requested until 28 February 2018 To be completed along side report CIP3/A003.
CIP3/ A005	Implement an online facility to pay invoices : Lead Officer to (1) Establish Gateway and Merchant Services together with associated online forms to facilitate online payment.(2) Implement User Acceptance Testing (UAT) and confirm PCI/DSS Compliance prior to 'go live'. Research and confirm back office processes in both service department and finance department to ensure that information flow is appropriate (4) Publicise facility to pay invoices online via appropriate channel (5) Go live - 31 January 2017 (Contingency of two months pre 31 March 2018	(1) Gateway and Merchant Services established (2) Online forms developed (3) User Acceptance Testing completed (4) PCI/DSS compliance confirmed (5) Back office process in service department and finance in place (6) Facility to pay online invoices publicised (7) Live system live	Back office process in service department and finance established. Online facility to pay invoices publicised and system live by June 2018					01/07/17 – 30/06/18 Mid Ulster District Council website operating a payment interface for customer	Design on website payment page has commenced. This is completed in-house.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017- 2019	Comments
				Q1	Q2	Q3	Q4		
CIP3/ A006	Implement an online facility to pre-pay and account manage commercial waste disposal at the main Recycling Centres i.e. Cookstown, Drumcoo & Magherafelt Lead Officer prepare requirements spec. (hardware and software including online facilities) for tender purposes, Issue tender doc.'s Evaluate & award tender. Implement solution at each of 3 sites according to agreed programme.	(1) Tender Specification complete and issued (2) Tender exercise completed and awarded (3) Implementation schedule agreed (4) System operational at each of 3sites (Cookstown, Drumcoo and Magherafelt	(1) 1 August 2017 (2) 30 September 2017 (3) 30 October 2017 (4) February 2018					01/07/17 – 30/06/18 Prepaid operational online customer portal for civic amenity site commercial waste disposal	Extension to 31 March 2018 requested Quotations assessed and order placed with Precia Molen Ltd (revised completion date of March 2018 requested)
CIP3/ A007	Increase utilisation of existing online services for Dog Licensing, Actions: Lead officer to develop and implement a plan that will:- Increase the number online Dog Licensing transactions	Increase in total dog licensing transactions received online	Improved processing times and administration efficiencies					01/04/17 – 31/03/18 Improved processing times and administration efficiencies - 2.5% Increase Year 1 and 5% in total transactions received online for dog licensing per year for 2 years	Dog Licensing 01/04/16- 31/03/17 = 1319 licences issued online. In period 01/04/17- 31/12/17= 1213 online licences issued. Projected online licences = 1617. Target online licences 1352. The figures are therefore well on target to achieve a percentage increase well in excess of 2.5%

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017- 2019	Comments
				Q1	Q2	Q3	Q4		
CIP3/ A008	Increase utilisation of existing online services for, Building Notices and Regularisation Applications Actions. Lead officer to develop and implement a plan that will: - Increase the number of online Building Notices and Regularisation Applications	Increase in total Building Notices and Regularisation Applications received online	2.5% per year for 2 years of total transactions received for Building Notices and Regularisations Applications received online					01/04/17 – 31/03/18 Improved processing times and administration efficiencies - 2.5% per year for 2 years of total transactions received for Building Notices and Regularisations Applications received online	The percentage of Building Notices and Regularisation applications being received online has increased to 11% for the 2017/18 year. The percentage of applications received online in Q3 was 19%.
CIP3/ A009	Implement an online facility to submit service requests for Environmental Health . Actions:Lead Officers to progress the development, testing and implementation of an online facility that will enable the following:- Environmental Health Service Requests e.g complaints and new premises registrations (CIP3/07/A001)	Online service request form developed, back office process established, User Acceptance Testing complete and system implemented for Environmental Health service requests e.g complaints and new premises registrations	System developed and implemented by May 2018					01/07/17 – 31/03/18 An online service in place that will facilitate Environmental Health service requests	Meeting with Tascomi took place on 09/11/17.Range of issues discussed for Env. Health.Pavement Cafes- licensing online. Te Environment Offline app. Service requests Training, Automatic Dog Licensing Renewal,Online FHRS rating scheme registration, Public EH email listener, GDPR assessment and development for compliance 25/05/18. Increased GIS compatability.Number of action points for Tascomi and Env Health following meeting.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP3/A010	Implement an online facility to submit service requests for Building Control. Actions: Lead Officers to progress the development, testing and implementation of an online facility that will enable the following: Online Building Control Inspections Requests (CIP3/07/A002)	Online service request form developed, back office process established, User Acceptance Testing complete and system implemented for Building Control Inspection requests	System developed and implemented by May 2018					01/07/17 – 31/03/18 An online service in place that will facilitate Building Control inspections	The online Service request facility for Building Control is now available on Council Direct. Testing currently taking place and back office procedures under development at present. A number of inspection requests have been successfully received and processed as a trial of the facility.
CIP3/A011	Consistent presentation of ALL Council online services. Actions - Lead officer to: (1) Identify all online services offerings and the accessibility of their presentation on all device types i.e. mobile, PC etc. (2) Develop an agreed consistent presentation of above (3) Implement presentation and test	(1) Identification of all online services (2) Agree presentation of all online services (3) Implementation and testing of presentation	1. Online services documented 2. Consistent presentation of online services agreed 3. Implementation and tests completed satisfactorily for all services by June 2018					01/07/17 – 01/06/18 Consistently presented online services which are easily found, user friendly and responsive to mobile devices	As per action plan, consistency in the presentation of online services, where those services are provided by a third party supplier, is constrained by that supplier's templates and the level of the site's responsiveness. Details of all of 3rd party supplier web sites have now been compiled, with actions to address consistency where possible. Report with actions submitted 20/12/2017.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017- 2019	Comments
				Q1	Q2	Q3	Q4		
CIP3/ A012	<p>Transact with suppliers electronically</p> <p>Action</p> <p>Lead Officer to progress the rollout of the E-orders module of Council finance system</p>	Issue of orders electronically	70% of all orders raised from implementation to the end of the financial year issued electronically					<p>01/04/17 – 31/03/18</p> <p>Electronic orders issued directly to suppliers in a more accurate and precise manner that enhances the efficiencies of invoice payment processing</p>	<p>1. Leisure and Outdoor recreation staff trained and live from 7/11/17 - feedback requested 13/12/17 and any points raised being taken forward.</p> <p>2. Demorcratic services training scheduled for 17/1/18 3. OD training scheduled for 19/1/18. 4. Finance trained and live from 14/1/18.</p> <p>5. Procurement staff currently working on agreeing timetable with remaining services / directorates.</p> <p>% of orders placed during the pilot implementation in the ICT section and L&OR Department will be available at the end of quarter 4</p>

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017- 2019	Comments
				Q1	Q2	Q3	Q4		
CIP3/ A013	Leisure services accessible online - Greenvale Leisure Centre, Online functionality is maintained post Septmeber 2017. Actions: Lead Officer to - Put in place and implement a plan to ensure that the Greenvale Leisure Centre online functionality is maintained post September 2017	(1) Availability of customers to access leisure facilities online for Greenvale Leisure Centre	100% availability of existing online facilities for Greenvale Leisure post Sept 2017					01/06/17 – 30/09/17 Continuation of Greenvale Leisure Centre's online facility offering	Has been completed. Exerp has been purchased by MUDC and will be used until decision taken on purchase of a new system across all Leisure Centres.
CIP3/ A014	Leisure services accessible online - Greenvale Leisure Centre, Meadowbank Sports Arena and Dungannon Leisure Centre Lead Officer to - Coordinate and implement a consistent advertising and booking opportunity for bookable activities across all facilities i.e. Meadowbank Sports Arena and Dungannon Leisure Centre consistent with Cookstown Leisure Centre	(1) The extension of the online booking function available for Cookstown Leisure Centre to Meadowbank Sports Arena and Dungannon Leisure Centre	Meadowbank Sports Area and Dungannon Leisure Centre to have consistent online service offerings as per Cookstown Leisure Centre					01/07/17 – 30/09/18 Consistent online leisure facility offering across all 3 leisure centres	Meeting with XN took place on the 10th January and the process to bring to all centres up to Dimensions has commenced DLC, MSA, MLC including Tobermore. Three days training planned for w/c 5th Feb plus another three at end of Feb. Plan to be operational by end of March. ICT has received a proposal to make leisure online a responsive interface. Prior approval through Council has already been acquired – to be progressed as soon as possible.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP3/A015	Provision of mobile responsive tourism industry and customer related digital platforms. Lead Officer to develop: (1) Provision of digital Tourism Industry HUB project. (2) Provision of Tourism Local Information Portal (3) Provision of Tourism Visitor Information Portal. (4) Provision of Digital Carleton and Heaney trails	(1) Provision of digital Tourism Industry HUB project. (2) Provision of Tourism Local Information Portal (3) Provision of Tourism Visitor Information Portal	(1) System implemented by Dec 2017 (2) System implemented by Dec 2017 (3) System implemented by Dec 2017 (Carleton Trail Dec 18)					01/07/17 – 31/12/18 Engaging portal for tourism industry, visitors and citizens across Mid Ulster	(1) & (2) The Industry & Information portal Hub is now complete. (3) Portal live Jan 2018 (4) Carlton Trail app is now complete. All will be launched at the Feb Tourism Forum meeting
CIP3/A016	Provide work placement opportunities online . Lead Officer to (1) Confirm service areas available for work placements for the next 12 months e.g. Environmental Health, Leisure Centres (2) Create linkages from Council website to relevant online portal (3) Ensure that all work placements are advertised on relevant online portal	(1) Areas available for work placements for next 12 months identified (2) Create link from Council website to relevant online portal (3) Work placements advertised on relevant online portal	(1) No. of work placements areas identified for the next 12 mnths (2) Link established from Council website to relevant online portal. (3) Work placements areas for the next 12 mnths advertised on relevant online portal March 18					01/07/17 – 31/03/18 Consistent and transparent online advertisement of work placement opportunities.	H.R./O.D. directorate to take lead in offering placement - bursary to be offered & draft job description drawn up & position advertised with relevant universities/colleges. Other directorates to also consider placements and summary of duties etc. to be posted on the Careers portal for schools & Council's website.

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017- 2019	Comments
				Q1	Q2	Q3	Q4		
CIP3/ A017	Extend E Tenders NI application to all tenders. Lead officer to rollout e tenders to all Council tenders	(1) Percentage of tender opportunities advertised by E tenders NI (2) Number of tender opportunities advertised	(1) 100% tenders advertised by E Tenders NI - 2017-2018					01/04/17 – 30/09/17 Consistent and transparent online advertisement of tender opportunities.	.All tender exercises from the 1 April have been advertised on E-Tenders NI or other e-tendering platforms (eg frameworks) with the exception of Moneymore Rec as PQQ had commenced as a manual exercise prior to the 1 April and ITT then had to be done manually as system didn't allow joining mid-way through process
CIP3/ A018	Conduct a review of SMART Action Plan for improving accessibility of online services - review and revise for year 2 and beyond	(1) Review of Year 1 and Year 2 SMART Action Plan and revised plan for year 2	(1) Review of Year 1 and Year 2 SMART Action Plan completed and Year 2 Plan in place by Mar 2017					01/02/18 – 31/03/18 Fit for purpose prioritised plan	Not due to have started

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017- 2019	Comments
				Q1	Q2	Q3	Q4		
CIP3/ A019	<p>NEW IMPROVEMENT OBJECTIVE ADDED INTO Q3.</p> <p>Extension of Binovation App for citizens reporting dog fouling, graffiti & litter to Environmental Health</p>	Number of Extended services to Bin Ovation App	Ability to report dog fouling, litter and graffiti through Bin Ovation app					<p>01/10/17 - 31/11/17</p> <p>Extension of digital (24/7) ways to report to Council</p>	Completed by end Nov 17

CIP 4: To support people to adopt healthier lifestyles by increasing the usage of Council Recreational facilities - (AM Campbell)

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP4/A001	Audit of Planned Health & Well Being Programmes Key Actions: (1) Audit local health & well being programmes planned by department services and teams throughout the organisation to ensure a co ordinated approach. (2) Review existing programmes to determine pathways for progression and continuous improvement.	(1) Creation of a current baseline of programme provision (2) Production of a co ordinated programme plan	(1) Develop baseline of current H&WB programmes by September 2017 (2) Develop a plan of aligned future programmes by December 2017					01/05/17 – 31/12/17 Increased participation and healthier lifestyles by greater numbers attending	(1) Baseline of current H&WB programmes has been developed and implemented. (2) Future programmes plan developed Baseline established of monthly participant numbers - increase in participants from baseline of 17,200 to 22,111 at December 2017.
CIP4/A002	Audit of facility Usage: Key Actions: (1) Audit of footfall/visitor numbers at facilities/events/programmes and analysis patterns of facility usage. (2) Identify opportunities to co ordinate programming, events/attractions a (3) Appointment Sales Officer (4) Audit of participation among traditionally underrepresented groups which include: Women & girls, People with a disability; & Those living in areas of greatest social need	(1) Compile data of facility visitor numbers/footfall, complaints and mystery visit and survey information. (2) Audit of potential activity and promotions (3) Officer appointed (4) Production of facility programme plans	(1a) Baseline report of usage stats. established by Mar 2018 (1b) Audit undertaken of facility usage for women/girls, disabled, those living in areas of social need by Mar 2018 (2) Audit of potential activity & promotions completed by March '18.(3)Appoint Sales Officer by Sept.17 (4a) Customer survey developed for users and non users by Sept 2017 (4b) Facility programmes plan developed by Sept 17					01/04/17 – 31/09/17 Increased participation and healthier lifestyles by greater numbers attending Health and Wellbeing programmes	(1a &b) Usage trends for YTD stats.Apr -Dec '17 overall increase of 10% e.g. Cookstown LC -5% Dungannon LC-9%, MUSA +26% Maghera LC +21% MSA +39% Dungannon Park -4% Ballyronan Marina +/-0%. User comparative to baseline data (not including Greenvale Leisure Centre) is on target at a pro-rata fig. Dec. of 1,317,616. GLC transfer to MUDC provided additional facility.& usage statistics (Sept – Dec '17) of 100K. Mystery Visit stats. compiled at Sept '17 provides average of 83%, increase of 7% (2) Audit being undertaken and data being analysed.(3) Delay appointing sales advisor, due to Leisure review of memberships/role of SA in Greenvale LC (4a b) Customer survey developed for users, Survey undertaken at facilities & Council website in Feb. '18. Facilities prog. plans produced Jan/March'18

Ref. Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP4/A003	Review Marketing Strategy. Key Actions: (1) Review existing Marketing Strategy and action plans. (2) Develop appropriate Leisure Marketing Strategy and action plans for facilities, programmes and events. (3) Develop appropriate Parks Marketing Strategy and action plans for facilities, programmes and events.	(1) Marketing strategy and plans in place for Leisure, Parks and Programmes	(1a) Leisure marketing review complete by end June 2017. (1b) Revised leisure marketing strategy (if required) & assoc. marketing action plans complete by Nov. 17 for implementation from Apr 2018. (1c) Develop Parks marketing strategy/ action plans by Jan. 18					01/04/17 – 31/01/18	(1a) Marketing review complete for leisure (1b) Marketing action plan being developed - High level analysis of usage and programme availability following consideration of data on existing facilities. (1c) Parks - Marketing plan in draft completion and action plan roll out March 18
CIP4/A004	Development of proposals for Key Capital Projects. Key Actions: (1) Appoint consultancy teams to develop proposals for Key Capital Projects including Gortgonis, Dungannon Leisure Centre and Railway Park. (2) Appoint consultancy team to develop inclusive play and strategic play investment programme.	(1) Consultancy Teams appointed and Project Designs programme of work established for Key Capital projects including (a) Gortgonis, (b) Dung. L/Centre (c) Railway Park (2) Consultancy Teams appointed and Project Designs programme of work established for Key Capital projects including (a) Play Parks (b) Parks	(1) By March 2018 establish programme of work for Key Capital Schemes: (a) Gortgonis (b) Dungannon Leisure Centre (c) Railway Park (2) By March 2019 establish programme of work for Key Capital Schemes including (d) Play Parks (e) Parks					01/05/17 – 31/03/19 Improved quality recreational facilities in MUDC	(1) Programme of work established. Projects at various stages (2) Parks and Play parks strategy at draft stage. Programme of actions will develop from this. Consultancy team have been appointed for Gortgonis and Dungannon LC improvements. Consultancy team appointed for DLC option study and Railway park. Options being developed for consideration by SMT and Council.

Action Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP4/A005	Improve accessibility of online services Key Actions: (1) Liaise with CIP3 group (2) Undertake a review of current on-line service capabilities, collate metrics, identify and prioritise potential new online services and ensure these are supported by back office processes through to implementation.	(1) LG working with CIP3 Group (2) Review completed baseline of existing services provided online	(1) No. of services being used by customers online					01/04/17 – 31/03/19 Improved customer satisfaction by delivering efficient 24/7 online services.	(1) Audit undertaken. IT system being improved in various leisure facilities which will improve online capability. (2) Review of baseline completed of online services. XN Dimensions being installed in DLC, MLC, MSA & TDR to allow on-line booking service. Recommendations for improvement re L & OR facilities highlighted to CIP3 group. Initial mapping exercise being completed re: defining customer interface requirements with the approaching digital first.
CIP4/A006	Review, revise and report end of year project plan (year one) and revise year 2 implementation Key Actions: (1) Senior responsible Officer and Key members of project team review and report revise and amend project plan for year 2 by end of March 2018. (2) Senior responsible Officer and Key members of project team review and report on year 1 project plan progress by April 2018	(1) Year 1 review report completed. (2) Year 2 project plan developed	(1) Year 1 review report completed by April 2018. (2) Year 2 project plan developed by March 2018					01/02/18 – 31/03/18 Implementation of developed project plan on target.	Not due to have started

Action Number (SIPS link)	Service Improvement Objective	Success Measures & Levels of Service	Target	Status				Delivery Dates & Improvement Outcomes in 2017-2019	Comments
				Q1	Q2	Q3	Q4		
CIP4/A007	Establish Greenvale Leisure Centre under Council operation Key Actions: (1) Issue decision to Pulse. (2) Establish cross departmental working group and develop action plan by June 2017 (3) Implement actions by Sept 2018 (4) Greenvale LC in Council operation by Septemeber 2017	(1) Greenvale LC under Council management. (2) Programmes, pricing, staffing structures reviewed and aligned. (3) Customer satisfaction maintained - low complaints	(1) By September 2017 Greenvale LC under Council management (2) Organisation structure and process in place by September 2018 (3) Roll out customer survey developed for other facilities by March 2018					(1) Started and completed by Sept 2017 (2) Started and completed by Sept 2018 (3) Started and completed by March 2018 Implementation of developed project plan on target. Harmonisation of service standards.	(1) Greenvale LC under Council management from 10th September 2017.
CIP4/A008	Strategy to provide direction for Parks, Play and Outdoor Recreation facilities and programmes Strategy developed Key Actions: (1) Strategy developed to provide direction for parks and play facilities by Sept 2017. (2) Strategy developed to provide direction for Outdoor Recreation facilities by Sept 2017.	(1) Strategies approved (2) Action plans for recommendations developed	(1) By Sept 2017 Strategies approved. (2) By March 2018 develop action plans - linked to capital programme					(1) Started and completed by Sept 2017 (2) Started and completed by March 2018 Improved quality recreational facilities in MUDC and accessible for all sections of society.	(1) Strategies in draft format. (2) Action plans pending strategy approval

Mid Ulster District Council

Performance Improvement Plan 2017 to 2019

Statutory & Corporate Performance

Improvement Indicators

Q1 to Q3 - Nine Month Progress Report

2017 – 2018

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 % 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




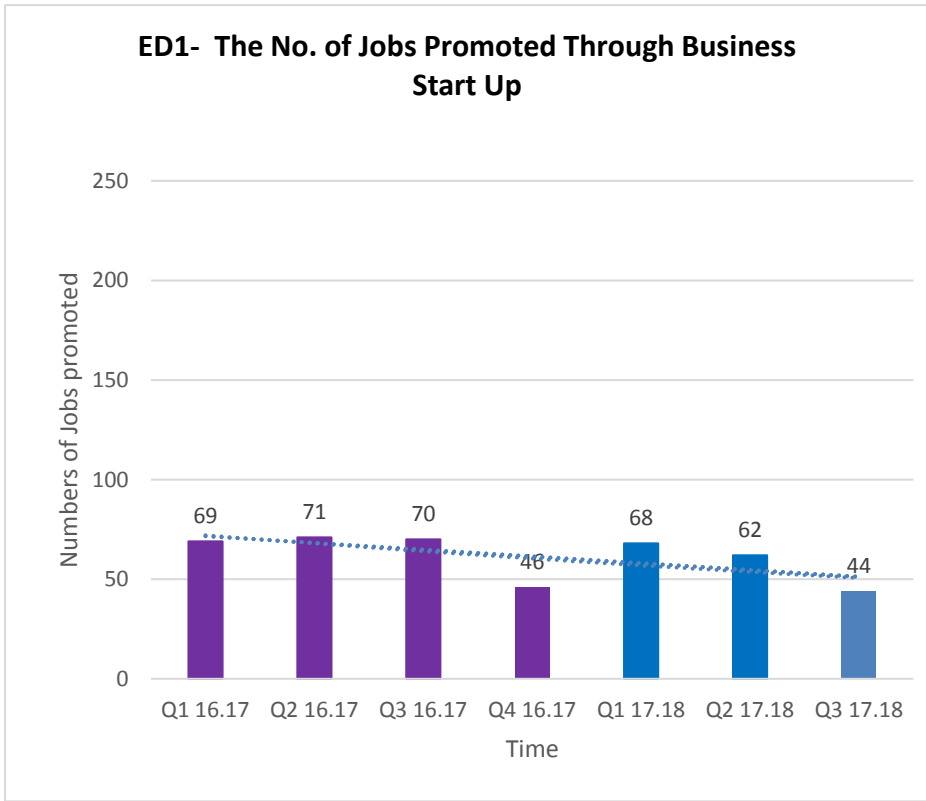
Performance Compared to Another Time Period - Trend previous quarter	
	Performance has improved
	Performance has worsened
	Performance has remained the same

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 1 st April 2016 to 31 st Dec 2017		Oct – Dec 2017 Actual (Quarter Three)	Standard to be Met	Trend on Previous Quarter	Status	
<div><p>ED1- The No. of Jobs Promoted Through Business Start Up</p></div>		44	210 jobs p.a.	↓	AMBER	
		July-Sept 2017 Actual (Quarter Two)		Standard to be Met	Trend on Previous Quarter	Status
		62	210 jobs p.a.	↓	AMBER	
		Apr-June 2017 Actual (Quarter One)		Standard to be Met	Trend on Previous Quarter	Status
		68	210 jobs p.a.	✓	GREEN	
<p>Analysis: MORE IS BETTER</p> <p>DfE / Invest NI permitted Councils to use the RSI conversion rate (Plans - Jobs) of 0.75762 until 31/08/17. A lower conversion rate is to be applied for the new NIBSUP (post 1/9/17). The reduced conversion rate, combined with Month 1 of a new Contract has resulted in Q2 Plans and Jobs figures being lower than Q1 and previous years Q2 and Q3. At least 59 Plans are needed to be delivered by Mid Ulster agencies in Q4 to ensure Statutory 'Jobs promoted' target is achieved by March 2018. Comparison with last year, same reporting period: Q3 Plans and Jobs figures lower than previous year Q3 - 26 jobs fewer promoted.</p>						
<p>Action Plan:</p> <p>Both the lead delivery agent (ENI) and the local lead (Workspace) have been contacted by the Council to advise of the need for improved performance to March 2018; meetings were also held with both by MUDC to discuss this in greater detail and plan actions to address any issues required to increase inquiry levels and improve performance in Mid Ulster. This resulted in performance improving from Nov 2017; while Dec is traditionally a lower performing month, Jan figures show the statutory target should be achievable.</p>						
<p>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).</p>						

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 1 st April 2016 to 31 st Dec 2017	Oct- Dec 2017 Actual (Quarter Three)	Standard to be Met	Trend on Previous Quarter	Status																								
<div><p>P1 Average Processing Time of Major Planning Applications from Date Valid to Decision or Withdrawal within an Average of 30 Weeks</p><table><thead><tr><th>Time</th><th>Average Processing time of Major Planning Applications</th><th>Standard Processing time 30 weeks</th></tr></thead><tbody><tr><td>Q1 16.17</td><td>66.6</td><td>30</td></tr><tr><td>Q2 16.17</td><td>65.6</td><td>30</td></tr><tr><td>Q3 16.17</td><td>71.4</td><td>30</td></tr><tr><td>Q4 16.17</td><td>88</td><td>30</td></tr><tr><td>Q1 17.18</td><td>78.1</td><td>30</td></tr><tr><td>Q2 17.18</td><td>43.9</td><td>30</td></tr><tr><td>Q3 17.18</td><td>44.4</td><td>30</td></tr></tbody></table></div>	Time	Average Processing time of Major Planning Applications	Standard Processing time 30 weeks	Q1 16.17	66.6	30	Q2 16.17	65.6	30	Q3 16.17	71.4	30	Q4 16.17	88	30	Q1 17.18	78.1	30	Q2 17.18	43.9	30	Q3 17.18	44.4	30	44.4 weeks	30 weeks	↓	RED
	Time	Average Processing time of Major Planning Applications	Standard Processing time 30 weeks																									
	Q1 16.17	66.6	30																									
	Q2 16.17	65.6	30																									
	Q3 16.17	71.4	30																									
	Q4 16.17	88	30																									
	Q1 17.18	78.1	30																									
Q2 17.18	43.9	30																										
Q3 17.18	44.4	30																										
July-Sept 2017 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status																									
43.9 weeks	30 weeks	✓	RED																									
Apr-June 2017 Actual (Quarter One)	Standard to be Met	Trend on Previous Quarter	Status																									
78.1 weeks	30 weeks	✓	RED																									
Analysis: LESS IS BETTER The trend is one of cumulative improvement over this reporting year, balanced against a slight decrease of 0.5 weeks speed in processing over the last Q2 period in 2017/18. The Major applications team is now well established and starting to improve performance in this area. Comparison with last year same reporting period: Improvement overall on Majors when compared to last year's reporting period with a reduction in major applications processed from date valid to decision or withdrawn down from a cumulative figure of 67.8 weeks by end of Q3 (2016 to 2017) to a cumulative figure in Q3 (2017 to 2018) to 55.26 weeks or a reduction of 12.34 weeks in processing time by end of same quarter, year on year.																												
Action Plan: To continue to develop the effectiveness of the Major applications team, such as: holding monthly meetings of Major Planning Team, ensuring Planning Manager remains lead officer in oversight of team. In addition Higher Planning Officer now utilised as a direct contributor to managing Major Applications.																												
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 01/04/17 - 31/12/17		Oct – Dec 2017 Actual (Quarter Three)	Standard to be Met	Trend on Previous Quarter	Status																								
<div><p>P2 Average Processing Time of Local Planning Applications from Date Valid to Decision or Withdrawn Within and Average of 15 Weeks.</p><table border="1"><thead><tr><th>Time</th><th>Average Processing time of Local Planning Applications (weeks)</th><th>Standard Processing Time (weeks)</th></tr></thead><tbody><tr><td>Q1 16.17</td><td>14.7</td><td>15</td></tr><tr><td>Q2 16.17</td><td>14.6</td><td>15</td></tr><tr><td>Q3 16.17</td><td>14.8</td><td>15</td></tr><tr><td>Q4 16.17</td><td>13.8</td><td>15</td></tr><tr><td>Q1 17.18</td><td>14</td><td>15</td></tr><tr><td>Q2 17.18</td><td>14.4</td><td>15</td></tr><tr><td>Q3 17.18</td><td>13.8</td><td>15</td></tr></tbody></table></div>		Time	Average Processing time of Local Planning Applications (weeks)	Standard Processing Time (weeks)	Q1 16.17	14.7	15	Q2 16.17	14.6	15	Q3 16.17	14.8	15	Q4 16.17	13.8	15	Q1 17.18	14	15	Q2 17.18	14.4	15	Q3 17.18	13.8	15	13.8 weeks	15 weeks	✓	GREEN
		Time	Average Processing time of Local Planning Applications (weeks)	Standard Processing Time (weeks)																									
		Q1 16.17	14.7	15																									
		Q2 16.17	14.6	15																									
		Q3 16.17	14.8	15																									
		Q4 16.17	13.8	15																									
		Q1 17.18	14	15																									
Q2 17.18	14.4	15																											
Q3 17.18	13.8	15																											
July-Sept 2017 Actual (Quarter Two)		Standard to be Met	Trend on Previous Quarter	Status																									
14.4 weeks		15 weeks	↓	GREEN																									
Apr-June 2017 Actual (Quarter One)		Standard to be Met	Trend on Previous Quarter	Status																									
14 weeks		15 weeks	↔	GREEN																									
Analysis: LESS IS BETTER Steady improvement on local application processing despite staffing resource pressures, this may materialise however moving forward. Overall performance on local applications has remained within target. Performance on local applications has remained within target consistently over the last year but with an overall direction of improvement to 13.8 weeks by end of Q3 (2017 to 2018) and a comparative 0.64 week speed in processing time gained compared to the end of Q3 in (2016 - 2017)																													
Action Plan: Maintain management																													
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 1 st April 2016 to 31 st Dec 2017		Oct – Dec 2017 Actual (Quarter Three)	Standard to be Met	Trend on Previous Quarter	Status
<p>P3 - The Percentage of Planning Enforcement Cases Processed Within 39 Weeks.</p> <p>% Enforcement Cases Processed within 39 weeks</p> <p>Time</p> <p>Q1 16.17 Q2 16.17 Q3 16.17 Q4 16.17 Q1 17.18 Q2 17.18 Q3 17.18</p> <p>100.% 90.% 80.% 70.% 60.% 50.% 40.% 30.% 20.% 10.% 0.%</p> <p>81.6% 76.0% 75.4% 86.4% 84.1% 86.4% 87.5%</p> <p>— % Planning Enforcement cases processed within 39 weeks — Standard 70%</p>		85.3%	70%	↓	GREEN
		July-Sept 2017 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
		87.5%	70%	✓	GREEN
		Apr-June 2017 Actual (Quarter One)	Standard to be Met	Trend on Previous Quarter	Status
		84.1%	70%	↓	GREEN
<p>Analysis: MORE IS BETTER</p> <p>The 70% target for Q1 and has been met and exceeded. The figure for Q3 has not yet been validated but the end of year figure at end of Q3 is 85.3% which indicates that Q3 will be met and exceeded. It is evident that there is an increase in performance over all the quarters last year which is a positive position given that there has been a reduction in enforcement resources overall since that period. 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?: There has been a continued increase in performance since 2016/17</p>					
<p>Action Plan:</p> <p>Figures are well on track for all quarters to ensure meeting the target for the overall year. Figures are reviewed on a monthly basis alongside team resources.</p>					
<p>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.</p>					

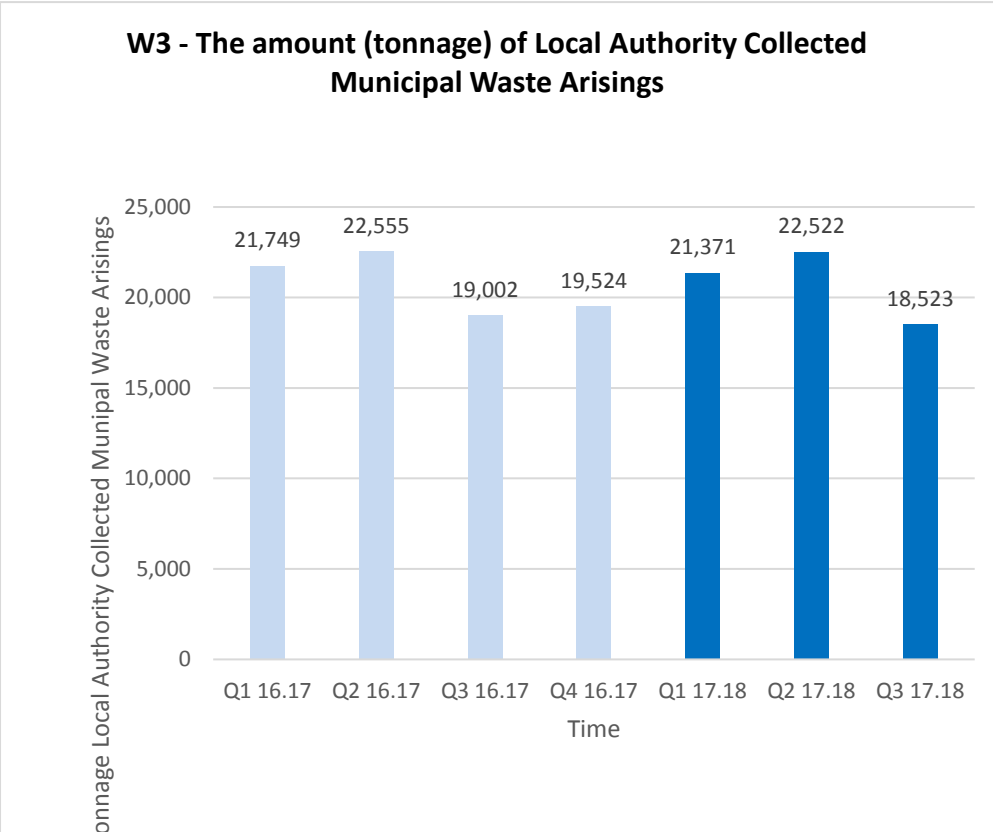
STATUTORY INDICATOR & STANDARD Ref. No.: W1 - MORE IS BETTER

W1: The Percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse) from 1 st April 2016 to 31 st Dec 2017		Oct – Dec 2017 Actual (Quarter Three)	Standard to be Met	Trend on Previous Quarter	Status																
<div><p>W1 - The Percentage of Household Waste Collected by District Councils That is Sent for Recycling</p><table><caption>W1 - The Percentage of Household Waste Collected by District Councils That is Sent for Recycling</caption><thead><tr><th>Time</th><th>% Recycling Rate</th></tr></thead><tbody><tr><td>Q1 16.17</td><td>55.34%</td></tr><tr><td>Q2 16.17</td><td>55.14%</td></tr><tr><td>Q3 16.17</td><td>50.01%</td></tr><tr><td>Q4 16.17</td><td>45.19%</td></tr><tr><td>Q1 17.18</td><td>58.32%</td></tr><tr><td>Q2 17.18</td><td>56.46%</td></tr><tr><td>Q3 17.18</td><td>54.38%</td></tr></tbody></table></div>		Time	% Recycling Rate	Q1 16.17	55.34%	Q2 16.17	55.14%	Q3 16.17	50.01%	Q4 16.17	45.19%	Q1 17.18	58.32%	Q2 17.18	56.46%	Q3 17.18	54.38%	54.38 or 9,334 tonnes	NILAS Scheme 50% by 2020	↓	GREEN
		Time	% Recycling Rate																		
		Q1 16.17	55.34%																		
		Q2 16.17	55.14%																		
		Q3 16.17	50.01%																		
Q4 16.17	45.19%																				
Q1 17.18	58.32%																				
Q2 17.18	56.46%																				
Q3 17.18	54.38%																				
July-Sept 2017 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status																		
56.46% or 11,803 tonnes	NILAS Scheme 50% by 2020	✓	GREEN																		
Apr-June 2017 Actual (Quarter One)	Standard to be Met	Trend on Previous Quarter	Status																		
58.32% or 11,443 tonnes	NILAS Scheme 50% by 2020	✓	GREEN																		
<p>Analysis: MORE IS BETTER</p> <p>Quarter 3 has a 4.23% increase in household recycling rate compared to corresponding quarter last year which equates to an additional 664 tonnes of waste being sent for either recycling or composting.</p>																					
<p>Action Plan:</p> <p>Maintain Management.</p>																					
<p>Lead Officer : Andrew Cassells Director Environment & Property -</p> <p>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)</p>																					

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

W2: The amount (tonnage) of Biodegradable Local Authority Collected Municipal Waste that is landfilled from 1 st April 2016 to 31 st Dec 2017		Oct – Dec 2017 Actual (Quarter Three)	Allowance 2017/18	Trend on Previous Quarter	Status																																				
<div><p>W2 - The Amount (Tonnage) of Biodegradable Local Authority Collected Municipal Waste that is landfilled</p><table><caption>W2 - The Amount (Tonnage) of Biodegradable Local Authority Collected Municipal Waste that is landfilled</caption><thead><tr><th>Period</th><th>2016/17 (tonnes)</th><th>2017/18 (tonnes)</th></tr></thead><tbody><tr><td>Q1 16.17</td><td>3,266</td><td></td></tr><tr><td>Q2 16.17</td><td>3,283</td><td></td></tr><tr><td>Q3 16.17</td><td>3,799</td><td></td></tr><tr><td>Q4 16.17</td><td>4,498</td><td></td></tr><tr><td>Yr. Total</td><td>14,846</td><td></td></tr><tr><td>Q1 17.18</td><td></td><td>2,501</td></tr><tr><td>Q2 17.18</td><td></td><td>2,394</td></tr><tr><td>Q3 17.18</td><td></td><td>2,282</td></tr><tr><td>Q4 17.18</td><td></td><td></td></tr><tr><td>2016/17 Total</td><td>21,330</td><td></td></tr><tr><td>2017/18 Allowance</td><td></td><td>19,131</td></tr></tbody></table></div>		Period	2016/17 (tonnes)	2017/18 (tonnes)	Q1 16.17	3,266		Q2 16.17	3,283		Q3 16.17	3,799		Q4 16.17	4,498		Yr. Total	14,846		Q1 17.18		2,501	Q2 17.18		2,394	Q3 17.18		2,282	Q4 17.18			2016/17 Total	21,330		2017/18 Allowance		19,131	2,282 tonnes	19,131 tonnes	↔	GREEN
		Period	2016/17 (tonnes)	2017/18 (tonnes)																																					
		Q1 16.17	3,266																																						
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July-Sept 2017 Actual (Quarter Two)		Allowance 2017/18	Trend on Previous Quarter	Status																																					
2,394 tonnes		19,131 tonnes	✓	GREEN																																					
Apr-June 2017 Actual (Quarter One)		Allowance 2017/18	Trend on Previous Quarter	Status																																					
2,501 tonnes		19,131 tonnes	✓	GREEN																																					
<p>Analysis: LESS IS BETTER</p> <p>Quarter 3 - 6.84% less of annual NILAS allocation utilised during the quarter compared to the corresponding period last year equates to 1,017 tonnes less of Biodegradable Local Authority Collected Municipal Waste being sent to landfill for disposal. This is in the context of the 2017/18 annual NILAS allowance which has decreased by 2,199 tonnes compared to 2016/17. Cumulative position of 37.52% or 7,177 tonnes</p>																																									
<p>Action Plan:</p> <p>Maintain Management.</p>																																									
<p>Lead Officer : Andrew Cassells Director Environment & Property -</p> <p>Purpose of PI: Meet Statutory Targets -Local Authority collected Municipal Waste as defined in section 21 of the Waste Emissions Trading Act 2003 (c)</p>																																									

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

W3 : The amount (tonnage) of Local Authority Collected Municipal Waste Arisings from 1 st April 2016 to 31 st Dec 2017		Oct – Dec 2017 Actual (Quarter Three)	Standard to be Met	Trend on Previous Quarter	Status
 <p>W3 - The amount (tonnage) of Local Authority Collected Municipal Waste Arisings</p> <p>21,749 22,555 19,002 19,524 21,371 22,522 18,523</p> <p>0 5,000 10,000 15,000 20,000 25,000</p> <p>Q1 16.17 Q2 16.17 Q3 16.17 Q4 16.17 Q1 17.18 Q2 17.18 Q3 17.18</p> <p>Time</p> <p>tonnage Local Authority Collected Municipal Waste Arisings</p>		21,371 tonnes	In line with NILAS targets	✓	GREEN
		July-Sept 2017 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
		22,522 tonnes	In line with NILAS targets	↓	GREEN
		Apr-June 2017 Actual (Quarter One)	Standard to be Met	Trend on Previous Quarter	Status
		21,371 tonnes	In line with NILAS targets	↓	GREEN
<p>Analysis: LESS IS BETTER Quarter 3 - the overall amount of Local Authority Collected Municipal Waste Arisings has decreased by 479 tonnes compared to the corresponding quarter last year.</p>					
<p>Action Plan: Maintain Management.</p>					
<p>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</p>					

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

CORP1 (a): Prompt Payment- 95% of invoices paid within 30 day target from 1 st April 2016 to 31 st Dec 2017		Oct - Dec 2017 Actual (Quarter Three)	Standard to be Met	Trend on Previous Quarter	Status																
<div><p>CORP1a: - 95% of Invoices Paid Within 30 days</p><table><caption>Data for CORP1a Chart</caption><thead><tr><th>Time</th><th>% invoices paid within 30 days</th></tr></thead><tbody><tr><td>Q1 16.17</td><td>99%</td></tr><tr><td>Q2 16.17</td><td>99%</td></tr><tr><td>Q3 16.17</td><td>98%</td></tr><tr><td>Q4 16.17</td><td>99%</td></tr><tr><td>Q1 17.18</td><td>98%</td></tr><tr><td>Q2 17.18</td><td>97%</td></tr><tr><td>Q3 17.18</td><td>98%</td></tr></tbody></table><p>Legend: % invoices paid within 30 days Standard 95% within 30 days</p></div>		Time	% invoices paid within 30 days	Q1 16.17	99%	Q2 16.17	99%	Q3 16.17	98%	Q4 16.17	99%	Q1 17.18	98%	Q2 17.18	97%	Q3 17.18	98%	98%	95%	✓	GREEN
		Time	% invoices paid within 30 days																		
		Q1 16.17	99%																		
		Q2 16.17	99%																		
		Q3 16.17	98%																		
		Q4 16.17	99%																		
		Q1 17.18	98%																		
Q2 17.18	97%																				
Q3 17.18	98%																				
July-Sept 2017 Actual (Quarter Two)		Standard to be Met	Trend on Previous Quarter	Status																	
97%		95%	↓	GREEN																	
Apr-June 2017 Actual (Quarter One)		Standard to be Met	Trend on Previous Quarter	Status																	
98%		95%	↓	GREEN																	
Analysis: MORE IS BETTER Performance in excess of the 95% target has consistently been achieved in current and prior year.																					
Action Plan: Maintain Management																					

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 1 st April 2016 to 31 st Dec 2017		Oct – Dec 2017 Actual (Quarter Three)	Standard to be Met	Trend on Previous Quarter	Status
<div><p>CORP1b: 80% Invoices Paid Within 10 Days</p><p>% Invoices paid within 10 dys.</p><p>Time</p><p>Q1 16.17 Q2 16.17 Q3 16.17 Q4 16.17 Q1 17.18 Q2 17.18 Q3 17.18</p><p>■ % invoices paid within 10 days</p><p>— Standard 80% of invoices paid within 10 days</p></div>		87%	80%	✓	GREEN
		July-Sept 2017 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
		84%	80%	✓	GREEN
		Apr-June 2017 Actual (Quarter One)	Standard to be Met	Trend on Previous Quarter	Status
		83%	80%	↓	GREEN
		Analysis: MORE IS BETTER Performance in excess of the 80% target has consistently been achieved in current and prior year.			
		Action Plan: Maintain management.			

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 1 st April 2016 to 31 st December 2017.		Oct - Dec 2017 Actual (Quarter Three)	Standard to be Met	Trend on Previous Quarter	Status																								
<div><p>CORP2: 90% of FOI Requests Responded to Within 20 Days.</p><table><caption>% FOI Requests Responded to within 20 Days</caption><thead><tr><th>Time</th><th>% FOI requests responded to within 20 days</th><th>Standard 90% FOI requests responded to within 20 days</th></tr></thead><tbody><tr><td>Q1 16.17</td><td>74%</td><td>90%</td></tr><tr><td>Q2 16.17</td><td>83%</td><td>90%</td></tr><tr><td>Q3 16.17</td><td>90%</td><td>90%</td></tr><tr><td>Q4 16.17</td><td>85%</td><td>90%</td></tr><tr><td>Q1 17.18</td><td>86%</td><td>90%</td></tr><tr><td>Q2 17.18</td><td>78%</td><td>90%</td></tr><tr><td>Q3 17.18</td><td>84%</td><td>90%</td></tr></tbody></table></div>		Time	% FOI requests responded to within 20 days	Standard 90% FOI requests responded to within 20 days	Q1 16.17	74%	90%	Q2 16.17	83%	90%	Q3 16.17	90%	90%	Q4 16.17	85%	90%	Q1 17.18	86%	90%	Q2 17.18	78%	90%	Q3 17.18	84%	90%	84%	90%	✓	AMBER
		Time	% FOI requests responded to within 20 days	Standard 90% FOI requests responded to within 20 days																									
		Q1 16.17	74%	90%																									
		Q2 16.17	83%	90%																									
		Q3 16.17	90%	90%																									
		Q4 16.17	85%	90%																									
		Q1 17.18	86%	90%																									
Q2 17.18	78%	90%																											
Q3 17.18	84%	90%																											
		July-Sept 2017 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status																								
		78%	90%	↓	RED																								
		Apr-June 2017 Actual (Quarter One)	Standard to be Met	Trend on Previous Quarter	Status																								
		86%	90%	✓	AMBER																								
Analysis: MORE IS BETTER The attainment rate of responding within 20 days has risen during this time period by 6%. This is based on 103 requests being processed within this Quarter. The no. of FOI requests (excluding EIR requests) has increased marginally within Q3 when compared to Q1 and Q2. The 6% increase in those responded to within 20 days has been attained even with this marginal increase in those received. Comparison with last year same reporting period: It is below the % attainment compared to same period 2016-17 but in actual terms the volume has increased and the Service is still within distance of attaining end of year target, or close to target should the upward trend be maintained.																													
Action Plan: Continued use of Customer Relationship Management (CRM) system to ensure timely allocation and return. Service Level Agreement (SLA) reminder alerts being issued via the CRM to those assigned requests to respond to the Approver (Head of Democratic Services). Tractability/traceability of overdue FoI Cases within the CRM																													
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 01/04/17-31/12/17		Oct – Dec 2017 Actual (Quarter Three)	Standard to be Met	Trend on Previous Quarter	Status
<div style="text-align: center;"> CORP3: % Lost Time Rate Absence - from 1st April 2016 to 31st December 2017 </div>		5.09%	= >5% p.a.	↓	AMBER
		July-Sept 2017 Actual (Quarter Two)	Standard to be Met	Trend on Previous Quarter	Status
		3.75%	= >5% p.a.	✓	GREEN
		Apr-June 2017 Actual (Quarter One)	Standard to be Met	Trend on Previous Quarter	Status
		3.82%	= >5% p.a.	✓	GREEN
<p>Analysis: LESS IS BETTER. Q3 is 5.09% which is marginally over standard to be met however we remain on course to achieve target year end. The current % LTR cumulative rate is 4.22%. The total no. of days lost due to sickness for period is 2,454 days; 525 less days lost compared to 2,979 days for same period in 16/17. Long term sickness is now stable for Q3 17/18 & we have been able take a proactive approach to managing sickness absence by addressing short term absence. We have issued improvement plans for those employees with poor attendance & conducted capability reviews, for those employees that are unable to provide sustained attendance, certain cases have been referred for ill health retirement. High levels of absence due to "infections" (Flus, Chest infections & Colds) were anticipated for Q3. The Flu Vaccination was administered in Oct '17 for staff as a preventive measure, however due to the severity of the "flu", in general population, this still has caused sickness absence to increase.</p> <p>Action Plan: Put in place a Health & Wellbeing/Life Style Committee with a lead Director & to include reps. from all departs. at all levels, & members will act as "Health Champions" across Council. During Q3 we enrolled on an external programme with Business in the Communities to assist with the development of a Health and Wellbeing Plan. Occupational Health clinics continue to be held monthly as a support mechanism for both management & employees, as of 31/12/17 the contract with our current OH provider ceased therefore a key focus for Q4 is to build relationships with new provider to ensure satisfactory service is provided. We also intend to take this opportunity to review and develop a new effective administration process to assist with the management referral process, including giving line managers the responsibility to complete all documentation and HR will oversee the process. HR will continue to support management/supervisors with advice & support through structured meetings.</p>					
<p>Lead Officer: M Canavan Director Org. Development - Purpose of PI: 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 org.</p>					

