

<b>Report on</b>	Performance Improvement Six Month Progress Update (Q1 to Q2 – 2023/24)
<b>Date of Meeting</b>	Thursday 7 <sup>th</sup> December 2023
<b>Reporting Officer</b>	J Mc Guckin, Head of Strategic Services & Engagement
<b>Contact Officer</b>	L Jenkins, Corporate Performance & Quality Officer

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

<b>1.0</b>	<b>Purpose of Report</b>
1.1	The report provides members with monitoring information on the review of Council's performance against our seven statutory and three corporate performance improvement indicators and standards, along with an overview of the Corporate Health Indicators for the first six months of 2023/24. The report also provides a performance progress summary against the Council's four corporate improvement objectives and their associated project plans (known as CIP plans). The indicators and standards, the 4 improvement projects and corporate health indicators are contained within our Two Year Performance Improvement Plan (PIP plan) for 2023/24 to 2024/25.
<b>2.0</b>	<b>Background</b>
2.1	<b>Council Discharging Duties under the Local Government Act (NI) 2014</b> Part 12 of the Local Government Act (NI) 2014 sets out a General Duty of Improvement in that, "a Council must make arrangements to secure continuous improvement in the exercise of its functions". The legislation sets out that a Council must consult upon and publish an annual forward looking Performance Improvement Plan by 30 <sup>th</sup> of June each year, setting out how it aims to make arrangements to secure improvements in the "exercise of its functions".
2.2.	The process of developing the Council's improvement objectives involved engagement between Senior Management, Assistant Directors/Heads of Service and the Strategic Services and Engagement Team. This engagement identified potential areas for improvement across the council from which four proposed improvement objectives were identified for consideration and approved by elected members as a focus for continuous improvement.  The Council's four improvement objectives, rationale and associated links to the Community and Corporate Plan were considered and approved by elected members at their February 2023 Policy & Resources committee meeting for public consultation and where then ratified by Council. The outcome of the

consultation undertaken from Monday 27<sup>th</sup> February to Friday 21<sup>st</sup> of April 2023, Policy & Resources Committee before being considered by Council. The four improvement objectives would form part of our two year Performance Improvement Plan 2023 to 2024.

2.3 Each improvement objective is aligned with an improvement project and associated activities/measures. Each project is under the direction of senior responsible officer (assistant Director or Head of Service). This report offers details of our six month progress, Quarter One (Q1) and Quarter Two (Q2) in delivering the Improvement Objectives contained within our Performance Improvement Plan 2023/24 (PIP plan).

2.4 The Corporate Improvement Objectives, which form the 4 Corporate Improvement Projects (CIP's projects) for 2023/24 are:

- 1) Mid Ulster District Council will seek to reduce the environmental impacts of our own activities and will contribute to the improvement of the wider environment through local action - currently there are 18 improvement activities/measures.
- 2) We will ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them – currently 5 improvement activities.
- 3) To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment – currently 9 improvement activities.
- 4) We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people – currently there are 3 improvement activities.

The performance/progress of the Council's four Corporate Improvement Projects 2023 - 2024 (CIP's) are found in Appendix One (Corporate Improvement Projects Six Month Progress Update: Q1 – Q2 2023/24)

2.5 **Statutory & Corporate Performance Improvement Indicators/Standards.** Local Government (Performance Indicators and Standards) Order (NI) 2015 has specified performance indicators and standards for Mid Ulster District Council on Economic Development, Planning and Waste Management (there are currently seven statutory indicators/standards). 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 the performance measures is to promote the improvement of service delivery for the functions specified.

2.6 Council has identified three self-imposed performance improvement indicators and standards (continued from 2023/24) and hereafter referred to

as “self–imposed” performance measures. These form an integral part of our Performance Improvement Plan for 2023/24. Taken together all ten measures (statutory and self-imposed indicators) feed into the Corporate Performance “Health” Indicators/Measures (of which there are 28 in total – see 2.7). All of the performance indicators, statutory, self-imposed and organisational health indicators, are considered as forming part of our day-to-day business and act as a barometer of how the Council is improving corporately. The Performance Progress of the “statutory” (that is set for us) and “self-imposed” (that we have set for ourselves) indicators/standards is outlined in Appendix Two (refer to Appendix Two - Statutory & Corporate Performance Improvement Indicators - Six Month Progress Report Q1 to Q2 2023/24).

**2.7 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 Head of Communications. Council at its November 2017 meeting approved the corporate health indicators. Reporting on the Corporate health indicators provides 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 8 key areas:

- Economy
- Waste management
- Council facilities
- Better responses
- Resident satisfaction
- Staffing
- Engaged workforce
- Finance

Refer to Appendix Three for further performance update of the Corporate Health Indicators (Q1 to Q2 2023- 2024).

**3.0 Main Report**

**3.1 Monitoring & Reporting on the Statutory & Self-Imposed Performance Indicators and Standards**

The Council’s Statutory and Corporate Improvement Indicator Report for the first six months of 2023/24, gives an overview of progress in relation to managing and monitoring of statutory and self-imposed performance indicators and standards (refer to Appendix Two). Some of the data, which form the statutory indicators/standards are reliant on third party information being supplied from Stormont Departments (validated data) and are therefore retrospective in nature (i.e. reporting cycle). The performance data contained in the subsequent reports are classed as management data as opposed to ‘audited’ data.

The management of Mid Ulster’s District Council’s 10 Statutory and Self-Imposed Indicators is a key mechanism within the Council’s Performance

& Improvement Framework. Information relating to the 10 indicators will be updated and provide:

- Performance against target, assessment, action plan, & comparative trend analysis (over time).
- Reporting & management accountabilities.
- Target Direction; more is better, less is better etc. - (refer to measures i.e. numbers/percentages).
- 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 the colour purple indicates that information is not yet available.
- Links to the corporate plan
- 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

A brief summary overview of 10 Corporate Performance Improvement Indicators at end of Q1 to Q2 2023/24 are outlined below:

#### **Quarter One**

- a) 5 indicators are reported as Green – on target
- b) 1 indicator is are close to target – Amber.
- c) 4 indicators are Red in that they are falling short of the pre-defined standard
- d) 0 indicators are currently awaiting data to be supplied (in the main supplied by government departments) - purple

#### **Quarter Two**

- a) 1 indicator is reported as Green – on target
- b) 0 indicator are close to target – Amber
- c) 3 indicators are red in that they are falling short of the pre-defined standard
- d) 6 indicators are currently awaiting data to be supplied (in the main supplied by government departments) - purple.

3.2

#### **Monitoring and Reporting the Corporate Improvement Plan Projects**

The activities/measures are outlined in Appendix One. Monitoring of the Corporate Improvement Plan is made through the quarterly reporting of services' operational improvement objectives, contained within the annual service improvement plans (SIPS).

The SIPS 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.

The Corporate Improvement Projects Q1 to Q2 – 2023/24 Six Month report is divided into four sections. Each section concentrates on reporting the progress against each improvement objective and related project outline. The reporting format explains how each activity or measure in the project has progressed (commentary section), highlights the delivery dates, expected outcomes (the difference it will make); as well as the current quarter’s status (through RAG reporting).

**3.3 Summary of Corporate Improvement Projects (CIP’s) Six Month Progress**

Outlined below is a summary of the Corporate Improvement Plan Projects’ activity for Q1 to Q2 2023/24. Council is currently monitoring improvement actions/measures throughout the four Improvement Project Plans (CIPS) during 2023/24. **To date in Q2 there are 39 activities:**

- a) **31** actions are **on target -green**
- b) **5** actions are **trending away** from target - **amber**
- c) **3** actions have been **completed -blue**
- d) **0** action has **missed** their target - **red**
- e) **0** actions/measures are **re-prioritised - purple.**
- f) **0** actions **not due to have started - grey**

**3.4 Evaluation on the Six-Month Performance Progress of the Four Corporate Improvement Projects (CIP’s) 2023/24.**

To provide an assessment on progress of the improvement plan and an informed judgement, the following assessments have been made, 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” will require a watching brief, while areas evaluated as “improvement required” require attention. Evaluation is made using the following:

Table 1. – Evaluation Descriptors

Status	Evaluated as	Explanation
Green	Excellent	All actions and measures are on track

Amber	Good	Actions and Measures are mostly on track, several are falling marginally short of planned targets
Orange	Acceptable	Some actions and measures have deviated from plan and some are falling short of planned targets
Red	Improvement required	Actions and measures are mostly falling short of planned targets

Table 2. - Evaluation of performance progress in Q1 to Q2 - 2023/24 Four Improvement Projects.

	Q1 April – June 2023/24	Q2 July - August 2023/24
Improvement Project One	Overall Evaluation for Improvement Project One	
<b>1) CIP 1</b> - Mid Ulster District Council will seek to reduce the environmental impacts of our own activities and will contribute to the improvement of the wider environment through local action - currently there are 21 improvement activities/measures	Excellent	Excellent
Improvement Project Two	Overall Evaluation for Improvement Project Two	
<b>2) CIP 2</b> – We will ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them – currently improvement activities	Excellent	Excellent
Improvement Project Three	Overall Evaluation for Improvement Project Three	
<b>3) CIP 3</b> – To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment – currently improvement activities	Excellent	Good
Improvement Project Four	Overall Evaluation for Improvement Project Four	
<b>4) CIP 4</b> –.We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people –	Good	Good

	<table border="1"> <tr> <td>currently there are improvement activities</td> <td></td> <td></td> </tr> </table>	currently there are improvement activities		
currently there are improvement activities				
<b>4.0</b>	<b>Other Considerations</b>			
<b>4.1</b>	<b>Financial, Human Resources &amp; Risk Implications</b>			
	Financial: N/A			
	Human: N/A			
	Risk Management: The data quality contained in the Mid Ulster District Council's Six 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.			
<b>4.2</b>	<b><u>Screening &amp; Impact Statements</u></b>			
	Equality & Good Relations Implications: N/A			
	Rural Needs Implications: N/A			
<b>5.0</b>	<b>Recommendation(s)</b>			
5.1	Members review the performance achieved, and assess progress and performance against the standards/targets and provide commentary as necessary.			
<b>6.0</b>	<b>Documents Attached &amp; References</b>			
	<p>Appendix One – Corporate Improvement Projects 2023/2024– Six Month Progress Update (Q1 to Q2)</p> <p>Appendix Two – Mid Ulster District Council Statutory &amp; Corporate Performance Improvement Indicators (Six-Month Progress Report 2023/24).</p> <p>Appendix Three - Corporate Health Indicators Infographic Q1 to Q2 2023 to 2024.</p>			