

Comhairle Ceantair **Lár Uladh** 

Mid Ulster District Council

# **Communities & Place**

Date

Consulted within staff team

May 2024

Discussed & signed off by Director

31 May 2024

# DEPARTMENTAL SERVICE PLAN - 2024 / 2025

## CONTENT

#### SECTION TITLE

#### PAGE NUMBER

#### Foreword

1.0	OVERALL PURPOSE & SCOPE OF THE DEPARTMENT	2
1.1	Purpose and scope of the department	2
1.2	Responsibilities	2
1.3	Customers & Stakeholders	6
1.4	Performance Overview in 2023/24	7
2.0		10
2.0	IMPROVING OUR SERVICES AND MANAGING	18
	PERFORMANCE - 2024/25	
2.1	Budget - 2024/25	18
2.2	Staffing Complement Department – 2024/25	19
2.3	Service Plan – 2024/ 25	20
2.4	Risk Management of Department	37
3.0	OUR STATUTORY CONSIDERATIONS	41
3.1	Equality Duty	41
3.2	Rural Needs Duty	41

#### **1.0 OVERALL PURPOSE AND SCOPE OF THE DEPARTMENT**

#### 1.1. Purpose and Scope of the Department

The Communities and Place department is responsible for the development, programming and animation of Council owned local amenities, parks, open spaces and leisure provision.

We also work collaboratively with communities and businesses across sectors to;

- Protect the public from environmental health risks,
- Promote health, leisure and well-being,
- Develop and preserve our rich arts, culture and local heritage,
- Support people to develop their communities by empowering them to identify solutions to meet local needs and to build and develop good relations.

Over the past 24 months the directorate has undergone significant changes, resulting from the organisational re-structure.

To support and evolve the business planning process, the C&P teams have worked collectively to develop a new approach to service planning and a collective directorate vision;

#### 'A better future for all by

# Providing and promoting welcoming and safe places where we develop, deliver and administer services which contribute to **inclusive**, **healthy**, **creative**, **engaged** and **informed people**, **places and communities**.

This service plans has been developed in line with this vision and actions have been organised thematically under the key themes of **inclusive**, **healthy**, **creative**, **engaged** and **informed** moving away from traditional service planning to one which works towards more collaborative opportunities and joint working.

#### 1.2 Responsibilities

The directorate is organised into 2 departments, **Development** and **Health, Leisure & Wellbeing**, both of which are responsible for a number of services areas.

#### **Development Department**

#### **Neighbourhood Development**

The Neighbourhood Development Service provides capacity building and funding to the community and voluntary sector across Mid Ulster. The team manage and administer the Council grant aid programme, which includes community venues, community development strategic support, community development small grant, festivals and events. The team also provides support and guidance to groups on identifying other sources of funding to support localised community development and planning for the development of their local areas. The team oversee and facilitate the advice provision for the district and Neighbourhood Renewal Programme, Dungannon West and Coalisland, both of which are part funded by the Department for Communities.

#### **Diversity and Integration**

The Diversity & Integration service is part funded through the Northern Ireland Executive and Special European Union Programme Body to oversee the development and delivery of local actions plans, aligned to the regional Together Building a United Community (T:BUC) and Peace programmes. The key focus of the Good Relations work is on creating shared space, developing good relations between children and young people and developing cultural expression between our communities. Good Relations, as part of the T:BUC commitment also seeks to promote cultural expression across our District with a focus on both traditional communities and new communities. The team deliver the Peace action plan for the district, which seeks to promote peace and reconciliation across our communities, particularly focusing on children and young people and development and usage of shared space.

#### Policing & Community Safety Partnership (PCSP)

PCSP is an independent body to Council with its own governance regulation. The PCSP consists of Councillors, Independent Members, bodies designated by the NI Assembly, and locally designated bodies. They consult and engage with communities on issues of local concern and develop solutions to tackle crime, fear of crime and anti-social behaviour. The PCSP also monitors the performance of the Police against the Policing Plan. The Partnership is funded by the Department of Justice (DoJ), and the NI Policing Board (NIPB), through the Joint Committee. The PCSP team provides management support to the Partnership and oversees governance in relation to delivery of the Partnership agreed extince through empiriment and management of staff.

relation to delivery of the Partnership agreed actions through appointment and management of staff and governance in relation to value for money and financial management.

#### Social Inclusion & Community Wealth Building

Mid Ulster District Council is responsible for the facilitation of the Mid Ulster Community Planning. As part of the Community Plan, partners have identified a remit for strategic delivery of key areas. Social Inclusion service co-ordinates the Council input to these areas, which includes Mid Ulster Poverty and Social Housing plans, both looking at partnership delivery and lobbying for greater provision across the District; lobbying on key issues within community planning, and consideration of areas of investment for Council under a partnership approach. The service is also working on the development of a new Community Wealth Building framework for the Council, through a test and learn approach.

#### Mid Ulster Arts

Mid Ulster Arts is delivered through our Mid Ulster Arts Centre, The Burnavon. This 350 seat performance space provides for a major arts venue for the district alongside a conference space. The Arts Service also offer an arts outreach community programme, working in partnership with our 6 strategic community partners who manage smaller community performance spaces across the district, and deliver an outreach programme to key groups to support the engagement and experience of arts for everyone in our community.

#### Hill of The O'Neill & Ranfurly House

Hill of The O'Neill provides a heritage experience highlighting the period of the site from early old Ireland through the clans of Ulster and The O'Neill to the Plantation of Ulster. The facility includes the site of Hill of The O'Neill and an exhibition space in Ranfurly House, which also provides space for wider usage including small arts craft and community activity; and the management of the Tullaghoge site (inauguration site of O'Neill).

#### **Regional Minority Language**

The Development unit is responsible, along with other departments for the Regional and Minority Language Development programmes throughout the Mid Ulster region. This includes both Irish and Ulster Scots.

#### Seamus Heaney HomePlace

Seamus Heaney HomePlace is a regional facility located in Mid Ulster. It is the centre for the promotion of the works of Seamus Heaney in its natural home setting of Bellaghy village. It houses an exhibition of the works of Seamus Heaney and a small performance space hosting events and activities associated with the promotion and engagement of the works of the great poet Laureate. The development of Open Ground; consisting of 6 key sites that can be accessed to allow people to seek to relive some of the experience which inspired Seamus Heaney is now available and managed by Development.

#### Health, Leisure & Wellbeing Unit

Previously the functions associated with Environmental Health, Leisure and Parks were all led as separate service areas. Additionally district wide corporate events were also part of the previous Tourism service area. Following the Council's re-structure during 2021, all the above functions now fall within the new Communities and Place Department and are being delivered together as one new broad service area - Health, Leisure and Wellbeing.

In general, this new combined service area aims to:

- Promote and support innovative ways of achieving Mid Ulster District Council's service aims and objectives through the Corporate and Community Planning process and development, delivery and review of business plans and strategies.
- Contribute to the development of Council's corporate governance framework and ensure it is consistently implemented.
- Ensure the provision and delivery of high quality and cost-effective services, facilities, programmes and events.
- Contribute to the development of Council's policies and procedures which promote high standards of service delivery.
- Provide guidance and professional advice to Stakeholders and elected members, ensuring clear communication, and delivery of agreed Council objectives.
- Work with and consult members of the public, partners, and stakeholders, to ensure the provision of appropriate, effective and integrated services.
- Communicate to staff the strategic objectives and targets for the Department.
- Identify sources of external funding opportunities for service development, formulating fund bids and liaising with funding bodies to maximise benefit for Mid Ulster.

#### Health

The Environmental Health Service is fundamentally about improving the health and wellbeing of local communities supported by a regulatory function. Our work makes important contributions towards all of the Council's key themes and objectives, but in particular, through aiming to keep our environment safe and where possible, promoting healthier choices.

The purpose of Environmental Health's remit within Council continues to be the control of factors in the environment which can affect public health and safety within the realms of the Council's statutory obligations. This is mainly achieved by enforcing environmental health legislation in both a reactive and proactive manner. The Environmental Health team are split across the Council's three main civic buildings in Cookstown, Dungannon and Magherafelt.

#### Leisure

The Leisure team work to provide quality leisure, recreation, parks and sports facilities offering recreational and sporting opportunities both indoor and outdoor. It seeks to provide opportunities for citizens and visitors to improve their health and wellbeing through physical and recreational activities, in safe, quality environments in the most efficient and effective ways using highly trained, engaged staff.

The service is committed to the achievement of quality standards across parks and open spaces in line with the Green Flag status through the attainment of additional Green Flag Awards for suitable sites. The service will support achievement of sustainable development in line with approved management and maintenance plans delivering on the protection and enhancement of the natural qualities of parks and open spaces, embracing positive biodiversity for the benefit of future generations.

The service seeks to actively encourage greater community involvement and additional partnership working between agencies, groups and organisations, exploring opportunities (where compatible with corporate priorities) to provide high quality accessible facilities that are enjoyed by all who visit or live within our shared community. The team coordinate the delivery of specific Council strategies such as the Five Year Play Strategy, the Five Year Pitches and Recreational Spaces Strategy and the Outdoor Recreation Strategy.

This team manages 6 indoor leisure facilities, 2 sports arenas, 1 golf centre, 16 public parks, and 111 park/playground amenities across the towns, villages and hamlets of the district.

Additionally, the team deliver key corporate events across the district that aim to help contribute to increased footfall and visitor numbers which can help stimulate the growth of tourism and other businesses in our town centres and villages. Our corporate events also deliver a range of social benefits for local communities, including raising community pride, teach people new experiences, strengthen relationships and bring communities together.

#### Wellbeing

This new combined service area works across many internal Council departments in addition to many of our external stakeholders and statutory agencies and aims to play a transformative, supportive, informative and advisory role in all aspects of health and well-being. In many cases, the programmes are directly linked to the ongoing funding and partnership working with key external agencies and many arrangements and associated targets/KPI's with each being reviewed on an annual basis to determine effectiveness and continuation. These help deliver wider physical activity, participation and promotion and the implementation of Council's Age Friendly Strategy. This service also provides an advisory and support services for the citizens of our District through the fuel stamp scheme along with services such as Home Safety, Energy Efficiency and coordinating the management of the Agewell Partnership whilst also helping to support general business development across the leisure, recreation and parks service.

#### The Communities & Place Department is responsible for the following facilities:

- Burnavon Arts Centre
- Cookstown Leisure Centre
- Countryside Access (Asserted Public Right's of Way)
- Davagh OM Dark Skies Park
- Designated Camping, Caravanning & House Boats
- Designated Forest & Water Recreation
- Drumcoo Bowling Green including playing fields
- Dungannon Leisure Centre
- Fairhill Bowling Green and Tennis Courts including playing fields

- Gortgonis Centre and Playing Fields
- Greenvale Leisure Centre
- Hill of the O'Neill & Ranfurly House
- King George V Bowling Green including playing fields
- Maghera Leisure Centre
- Magherafelt Bowling Green
- Meadowbank Sports Arena
- Mid Ulster Sports Arena
- Moneymore Recreation Centre
- Outdoor Facilities to include Football Pitches, MUGA's, Pavilions Tennis
- Play Areas x 111
- Public Parks x 16 including Ballyronan Marina and Dungannon Park
- Seamus Heaney Homeplace
- Tobermore Golf Centre

#### 1.3 Customers & Stakeholders

#### Customers & Stakeholders

Internal:

- Elected Members
- Staff to include other Council service areas

External:

- Citizens, businesses & visitors
- Community/Voluntary & Social Enterprise Sectors
- Schools & Colleges
- Funding Bodies
- Public Health Agency
- Sport NI and National Sporting Governing Bodies
- Health Trusts
- Tourism Northern Ireland
- Tourism Ireland
- National Trust
- NI Executive Departments, including DAERA, DFC, DFI.
- Food Standards Agency
- Health and Safety Executive Northern Ireland
- Northern Ireland Housing Executive
- Police Service of Northern Ireland
- Office of Product Safety and Standards
- Event promoters

## **1.4** Performance Overview in 2023/24 (Retrospective Review)

	erformance Response/ Overview achieved- Measured Activities)	End of Year Progress Status: Activity was - Completed /Commenced/ Other
Completed and submitted OBC to sec Bawn linking Seamus Heaney Homep	ure All Island Funding, for an all Island literary centre at Bellaghy lace and new governance model.	<ul> <li>Outline Business Case</li> <li>Complete</li> <li>New Governance structure</li> <li>agreed and established.</li> </ul>
for its quality deliver as a top visitor a Education delivery, and the Trip Advi attending the exhibition and Arts P	has achieved a number of recognition awards over the last year attraction; the NI Autism Impact Award, the Sandford Award for sor Travellers Choice 2023 and 2024. The number of people rogramme events is growing annually and has significantly increasing number of schools are participating in the curriculum	• • •
partners - Craic, Bardic, Glasgowbury	mmunity arts was delivered in partnership with our strategic arts arts, An Carn, and Brantry. The programme included engagement with disabilities, older people in a range of arts forms, alongside ch is developing annually.	
during the year from heritage tours/visi	<ul> <li>an interactive plan of programmes and activity was delivered its, educational programmes, cultural and fun events, community sion. The numbers accessing the facility are continuing to grow upporting this.</li> </ul>	,
	eliver quality performances over the year with most shows sold d folk artists; alongside community led performances – annua	

<ul> <li>Peace Connecting Pomeroy – the £7.5mn connecting Pomeroy Peace project has been completed with a new state of the art Forest Centre, one of its kind Magical Fairy Trail, and new shared community facilities</li> <li>Peace &amp; Good Relations– a new Peace Plus Plan has been developed, through co design with the local community, and submitted to SEUPB for 5mn Euros</li> </ul>	Complete
<ul> <li>Community Development – an investment of £1mn has been delivered to our local communities with over 600 groups benefiting</li> <li>Community Groups across Mid Ulster have been supported in seeking to maximise investment to their areas and communities</li> </ul>	Complete
Regional Minority Languages & Cultural Diversity – activities included community delivery with a range     of community partners, bursary schemes for language development, cultural and language     development programmes, and continuation of a new language signage plan across Mid Ulster.	Complete
<ul> <li>Poverty – work is continuing, through a partnership approach, to seek to influence areas that are impacting upon people living in poverty across Mid Ulster; this includes lobbying for additional social housing, mixed tenure, housing rights, to local led emergency support provision via our foodbanks and SVPs, Save the Children and delivery of Mid Ulster Advice service.</li> </ul>	Complete
• Community Wealth Building – a new pilot community wealth building initiative has commenced, with 5 test and learn projects taking place across a number of areas; including – community asset transfer, social procurement, community ownership, social value, and Fair Employment.	Ongoing
• Ensure that businesses have ready access to Food Hygiene & Food Standards advice and guidance. 90% of all queries responded to within 5 days.	98% responded to within 5 days (599 queries were received)
• To support businesses by providing both with targeted health and safety advice or signposting to relevant resources (or other agencies where appropriate). 85% of requests to be responded to within 5 days	<b>95%</b> of 252 requests for advice were responded to within 5 days ( <b>81%</b> within the same day of request).

		<ul> <li>66 health and safety complaints were also received, 100% responded to within 5 days (95% within 1 day)</li> <li>31 reportable accident notifications were responded to within 5 working days (97%), with 77% responded to within 1 day.</li> </ul>
•	<ul> <li>Provide support to the 74 registered Pollution Prevention Control premises. 90% of all related Environmental Protection complaints to be responded to within 3 days.</li> </ul>	<ul> <li>100% All Registered PPC premises contacted as scheduled.</li> <li>100% of PPC premise related complaints responded to within 3 days</li> </ul>
•	<ul> <li>Adequately monitor the District for air quality issues and take suitable steps where exceedances of air quality objectives are noted. Investigation of air quality nuisance complaints, with appropriate action to resolve the problem.</li> <li>90% of complaints responded to within 3 working days</li> </ul>	<ul> <li>100% of N02 Tubes changed on schedule.</li> <li>100% of air quality nuisance complaints responded to within 3 days</li> <li>An Air Quality stakeholder meeting was held in January 2024</li> </ul>

<ul> <li>With respect to EU Exit, assist and advised businesses regarding changes in regulatory checks and controls which fall under EH remit. 90% of all complaints to be responded to within 5 days.</li> </ul>	Food Control – <b>100</b> % of service requests responded to within 5 days (6 requests) Consumer Protection – <b>100%</b> of 51 service requests were responded to within 5 days. (63% on the same day)
<ul> <li>Respond continuously to Public Health complaints as per Public Health &amp; Housing unit plan.</li> <li>Target to respond to 85% complaints within 5 working days</li> </ul>	<b>97%</b> of Public Health (1244 complaints) and <b>93%</b> Housing requests (180) were responded to within 5 working days.
Supplement the work undertaken through the Clean Neighbourhood Action Plan by engaging in cross-departmental activities to support the Clean Neighbourhood priorities, such as reducing dog fouling, etc.	Regular hotspot monitoring has taken place at the following locations: (i) Fisherman's Walk, Portglenone (ii) Moneymore Park (iii) Railway Park, Dungannon (iv) Bellaghy Centre / Football Pitches (v) Round Lake, Fivemiletown (vi) Mayogall Road, Gulladuff (vii) Gortgonis Road, Coalisland. Officers have also engaged with dog owners and distributed dog fouling bags where appropriate. The 'Walk this way' scheme is in operation at: (i) Round Lake,

	<ul> <li>(ii) Moneymore Park</li> <li>(iii) High Street</li> <li>(iv) Railway Park and</li> <li>(v) Fisherman's Walk.</li> </ul> An options paper is pending the outcome of preliminary discussions with other councils regarding the potential of a coordinated approach to enforcement provision
<ul> <li>Establish advisory/signposting initiative in each of the 3 x main leisure venues to showcase all of the Health, Leisure &amp; Wellbeing services and provide information on access to support, referrals and registrations into programmes, schemes and activities.</li> <li>To include relevant services within Environmental Health, Leisure and Health &amp; Wellbeing this would seek to provide information events/ workshops/seminars to citizens and groups of business who could potentially benefit from increased awareness.</li> </ul>	A pop up Road show to showcase Environmental Health, Leisure and Open Spaces & Recreation was delivered during Q4 in Cookstown, Dungannon and Magherafelt. The Environmental Health Service completed its tobacco, tobacco products, nicotine inhaling products (including e- cigarettes/vapes) and butane gas test purchasing exercises in Quarter 4. In total, 70 products were test purchased. There were 6 sales which resulted in 1 Fixed Penalty Notice and 5 written warning being issued.

	The Environmental Health Service undertook initiatives with businesses relating to hiring out inflatables and jewellery. A total of 29 businesses were provided with information on requirements for safety.
Review and enhance the Environmental Health Service's internal processes with respect to the PPC permitting regime to include financial management, ongoing monitoring of existing business and the proactive scoping for new premises which require regulation.	Environmental Health continues to monitor PPC related service delivery closely. Whilst permit related debt significantly decreased during 2023/2024, financial monitoring remains under close review. A proactive scoping was undertaken in relation to the
	permitting of 'Medium Combustion Plant' (MCP) which is a new tranche of process requiring regulation. A mailshot was sent out to
	approximately 180 businesses. and subsequently 38 MCP related requests for advice were received / actioned. Follow up work will continue within 2024/2025.

	90 programmed PPC inspections were also completed.
<ul> <li>Promote a "digital first" approach with staff and customers.</li> <li>Increased destination digital presences, website, and social media.</li> </ul>	<ul> <li>The Environmental Health Service engaged via Councils Digital Transformation Strategy Tailwind Digital in relation to transforming processes within the dog licensing function in order to improve and streamline the digital processes in relation to delivery of this service area. A number of workshops were held during 2023/2024 examining current practices and potential improvements. Work plan agreed for 24/25.</li> <li>All online bookings are available to be booked online for caravans and pods via the council website.</li> <li>Leisurehub functionality for leisure centres growing – online membership joining and booking of group exercise classes.</li> </ul>

•	Progress Active Travel Masterplan for the district (Greenway/Blueway proposals for long distance walking/cycling routes)	Funds secured for masterplan development and following procurement process, consultant appointed January 2024. Project anticipated to take 12 months
•	<ul> <li>Health &amp; Wellbeing key messages delivered. Exploration of extended customer journeys through enhanced integration of services with leisure and outdoor recreation teams to maximise benefit for customers. Clients on the existing programme re-engaged with to provide support on key messaging and to provide onward signposting as appropriate through integration with the parks and leisure services.</li> <li>Age Friendly</li> <li>Affordable Warmth</li> <li>Energy Efficiency</li> <li>Home Accident Prevention</li> <li>Make a Change</li> <li>Mid Ulster Agewell Partnership</li> <li>Physical Activity Referral Scheme</li> <li>Consider Mid Ulster Agewell Partnership, contract extension and future delivery options with designated partners (NIHE, NHSCT, PCSP, PHA, SHSCT)</li> </ul>	Ongoing funding and partnership working with key external agencies (PHA, SHSCT, NHSCT, NIHE, DfC) and many arrangements and associated targets/KPI's with each being reviewed on an annual basis to determine effectiveness and continuation. During 2023, DfC/NIHE advised the all Council's roles in the Affordable Warmth scheme would end during September 2023. In February 2024, following a procurement process, Council approved a one year tender to continue Mid Ulster Agewell project until 31 <sup>st</sup> March 2025. Review and future tender to be carried out mid-2024.

•	Improved engagement of children and adults from the Mid Ulster District Council area in a pilot Physical Activity Programme over the duration of Sept 2023 until April 2024 through the medium of structured and non-structured sessions (enrolment charge of £1 per activity session). Activities included, Active Aging, Strength Balance, Active Aging, Autism Club Beginners Yoga, Water Aerobics, Strength Balance, Post Natal Pilates, Mums & Tums, Ti Chi / Chi MI, Beginners Yoga, Postnatal Yoga, Autism Club, water aerobics, Tuesday Club, Fit 4 U.	Completed 3,209 Approx participants
•	Delivery of summer camps across MUDC leisure venues. Activities included general centre based activities and also camps focusing on Gymnastics, Tennis, Canoeing, Golf. Discounted £1 activities were available for under 18's between 1 <sup>st</sup> July 2023 – 31 <sup>st</sup> August 2023 in the following areas: soft play, teen gym, courts, golf par 3 & driving range, athletics, tennis courts and 3G pitches	Completed 9,057 Approx participants
•	Consult on and launch the Age Friendly Strategy and Action Plan with Short term actions underway and also support the Age Friendly Alliance for the District	3 Year Strategy launched in September 2023. Ongoing meetings of the Age Friendly Strategic Alliance with multi-agency partners
Capita • •	projects Completed: Access and Inclusion Grant Programme: Pool Pod installation for Dungannon Leisure Centre (total estimated value of project was £52k with approx. funding of £30k achieved from DfC) Access and Inclusion Grant Programme: Wet Gallery accessibility enhancement at Dungannon Leisure Centre (total estimated value of project was £10k with approx. funding of £8.9k achieved from DfC) Access and Inclusion Grant Programme: Accessibility enhancement at the pavilion at Cahore Playing Fields, (total estimated value of project was £9k with approx. funding of £8k achieved from DfC) Access and Inclusion Grant Programme: Accessible Picnic Tables & Seating for various locations across district area, (total estimated value of project was £9.5k with approx. funding of £8.5k achieved from DfC)	Completed during April 2023 – March 2024 Council approved Five Year Play Strategy in December 2019. Delay due to covid pandemic. To date, 52 projects have been completed (approx. value of £2.9m)

<ul> <li>Derrynoyd Forrest Enhancement (approx. £270,000)</li> <li>Drumcairne Forest Enhancement (approx. £265,000)</li> <li>Covid Small Settlements: Manor Park Moneymore (approx. £260k)</li> <li>Play Park Strategy: 19 playparks enhanced (approx. £928k)</li> </ul>	
<ul> <li>Capital projects in progress:</li> <li>Active Travel: Clogher</li> <li>Altmore/Cappagh Forrest Concept Development</li> <li>Ballysaggart Lough (Reservoir)</li> <li>Covid Small Settlements: Bellaghy</li> <li>Covid Small Settlements: Castlecaufield</li> <li>Covid Small Settlements: Castledawson</li> <li>Covid Small Settlements: Clady</li> <li>Maghera Parklands (as part of overall Levelling Up Bid)</li> <li>Mid Ulster Sports Arena (new 3G &amp; 8 lane rune track)</li> <li>Play Strategy: Preparation for delivery of 24/25 projects – ie. year 4 and year 5 assigned projects (total of 7 projects with estimated value of £594k)</li> <li>Pitch &amp; Recreational Spaces Strategy: Preparation for delivery of 24/25 projects – ie. year 1 assigned projects (total of 10 projects)</li> </ul>	Work on various projects ongoing in conjunction with other key departments within Council
Increase customer/visitor attendances at leisure and outdoor recreation facilities – aim for a year on year increase	Total Number of customer/visitor attendances at leisure facilities during April 2023 – March 2024: 1,024,286 (8% YoY increase) Total Number of customer/visitor attendances at outdoor recreation facilities during April 2023 – March 2024: 1,231,450 (10% YoY increase)

•	<ul> <li>Review leisure and outdoor recreation Service Level Agreements (SLA's) for provision of various services across the district to include keyholding, opening/closing of facilities, cleaning, litter picking, inspections,etc</li> <li>Review each SLA annually based on a mixture of performance indicators and service provision to ensure that service level objectives meet with Council's satisfaction and are monitored continuously.</li> <li>As per the MUDC Five Year Outdoor Recreation Strategy, aim to implement 2 x additional SLA during April 2024 – March 2025.</li> </ul>	Complete 10 x SLA's with separate groups reviewed and Council approved continuation for April 2023 – March 2024 at a total value of £115k Additional 3 x SLA's approved by Council in April 2024. Review/continuation for SLA's for April 2024 – March 2025 approved by Council March 2024.
•	Deliver schedule of corporate events. Carry out an events review and bring forward a Five Year Events Strategy for MUDC.	<ul> <li>12 Corporate Events Successfully completed during 2023:</li> <li>Lumarina Ballyronan</li> <li>Maghera Walled Garden</li> <li>Coalisland Summer Bash</li> <li>Halloween (Coalisland, Cookstown, Dungannon, Maghera)</li> <li>Xmas (Coalisland, Cookstown, Dungannon, Maghera, Magherafelt)</li> <li>Consultant appointed and Events Strategy to be presented to relevant council committee mid-2024.</li> </ul>

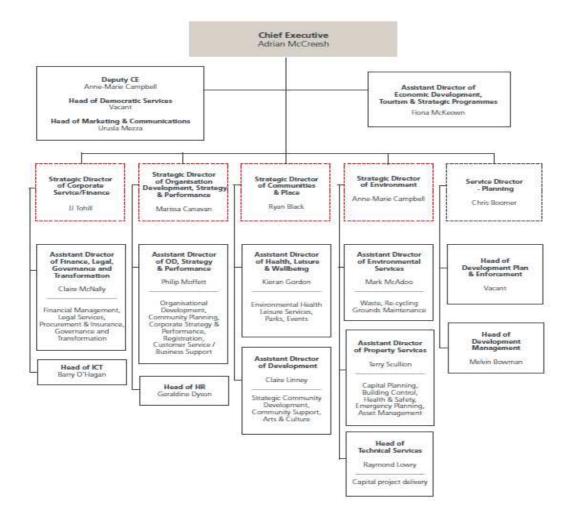
#### 2.0 IMPROVING OUR SERVICES AND MANAGING PERFORMANCE - 2024/25

The following tables confirm the resources, financial and people, which the Department has access to throughout 2024-25 to deliver its actions, activities and core business.

#### 2.1 Budget 2024/25

Budget Headings	£
Directorate Support	£350,733
Development	
Diversity & Integration	£1,450,000
PCSP (including CCTV)	£355,000
Neighbourhood Development	£1,675,000
Arts & Facilities Development (Burnavon, Ranfurly, SHHP,	£2,469,000
Languages)	
Health, Leisure & Wellbeing	
Environmental Health	£1,979,349
Health & Wellbeing and Events	£1,189,062
Leisure Services	£7,812,421
Open Spaces & Outdoor Recreation	£3,413,350
Gross Budget	£20,693,915
Development Income	£1,968,000
Health, Leisure & Wellbeing Income	£4,553,010
Net Budget for 2024-25	£14,172,905

#### 2.2 Departmental Services - Council Structure - 2024/25



Staffing	No. of Staff
Strategic Director	1
Assistant Director	2
Managers	HLW: 35 Dev:10
Officers	HLW: 35 Dev 20
Remaining Team	HLW: 241 Dev 34
Total	Management Team: 3 HLW: 311 (FT & PT) DEV:64 (FT & PT)
	TOTAL: 378 (FT&PT)
	*Does not include casual staff

#### 2.3 Service Work Plan - 2024/25

This is a high-level capture of the Department and the Service outcomes /activities/measures as well our improvement undertakings which we will focus on throughout 2024-2025.

The Plan links to hierarchy of other plans and measures such as:

- 1. Community Plan
- 2. Strategic plans e.g. Local Development Plan
- 3. 2024-2028 Corporate Plan priorities,
- 4. Annual Corporate Performance Improvement (PIP plan)
- 5. Corporate Improvement Project Plans (CIP's)
- 6. Statutory Indicators,
- 7. Corporate Health Indicators

Mid Ulster District Council's Improvement Objectives for 2024 to 2025 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 though local action
- 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
- 3. To create cleaner neighbourhoods, where everyone takes responsibility for their waste and environment
- 4. We will contribute to the on-going regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people

# SERVICES WORK PLAN

CREATIVE: People, Places & Communities							
Link to Com	Link to Community Plan Theme:			Align to Corporate Plan Theme			
CMP 4.2 Health at the right time.	& Wellbeing - We have better availability	to the right service, in the right place	Theme 1 : O	ur Service Delive	ery		
Service Obje achieve?):	ctive (What do we want to	What are the key activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes)	How Will we Know? (Measures) clear measurement e.g. %, #, £, date etc.	
CPPC01	To establish Bellaghy as a hub for literary development through regeneration of the heritage and place for the benefit of the people.	Work to establish governance arrangements for Phase 2 of the project with key stakeholders. Work with DfC to progress Capital Scheme at Bellaghy Bawn – completion of Tender Package.	March 2025	Strategic Programme Development Manager	Increased literary development	Level of scheme completion	
CPPC02	Deliver quality programmes through the medium of arts and literature in our 3 arts, heritage and literary venues.	Develop programme. Deliver programme.	March 2025	Arts Development Manager SHHP Manager	Varied and wide-ranging arts programmes in all three venues, supported by creative workshops centred on Writing, Painting, Printmaking and Jewellery-Making etc.	Level of programme completion	

CPPC03	Deliver an Education Programme catering for children 0-18 years, with outreach strands for the local community	Develop and deliver	March 25	Arts Development Manager SHHP Manager	Varied and wide-ranging Education programmes in Hill of The O'Neill and Ranfurly House, Dungannon and SHHP with a curriculum focus, attracting schools from across NI and beyond	Programme delivered
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Engaged: People, Places & Communities         Link to Community Plan Theme:							
Link to Community Plan Theme: CMP 5.1 Vibrant & safe Communities - We are a safer Community		Align to Corporate Plan Theme         Theme 1 : Our Service Delivery					
Service Obje to achieve?)	ective (What do we want :	What are the key activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes)	How Will we Know? (Measures) clear measurement e.g. %, #, £, date etc.	
EPPC01	Develop a Community Development Strategy and Action Plan that brings together a number of thematic community led programmes under one overall strategy	Establish two co-design groups (Strategic & Local) to input into the new strategy -Review of Community Grants Policy and Procedures	March 25	Neighbourhood Development Manager Open Spaces & Recreation Development Manager	Integrated approach to community development, good relations, community safety and local community development led delivery	Strategy in place	

		-Complete a Community & Voluntary Sector needs profile and analysis, focusing on the priorities and capacity building requirements				
EPPC02	Deliver Community Grant Aid Programme across the district with emphasis on climate change and sustainability outcomes	Review criteria of Community and Sports Venues and Facilities Grant	December 24	Neighbourhood Development Manager Diversity & Integration Development Manager	New fit for purpose grant programme developed in partnership with the local community Greater promotion of climate change and sustainability	New grants policy
EPPC03	Expand the Irish language & Cultural development in partnership with local communities	Irish language programme delivered Signage plan 40% complete Cultural programme delivered	March 25.	Arts Development Manager Diversity & Integration Development Manager	Expand the Irish language in line with the ACT Create greater cultural expression across our communities through respect for diversity	Programmes delivered Signage in place
EPPC04	Deliver a Digital Visitor Experience App that enhances and extends the in-person experience with a complementary digital experience.	Develop and deliver	Dec 24	SHHP Manager Arts Development Manager	Provide a full mobile application digital experience that feels connected with the physical identity of the HomePlace and the digital identity of the HomePlace website. The app will link Seamus Heaney HomePlace and Open Ground, giving visitors a more integrated and experience between	Apps in place

					the indoor and outdoor offerings. Develop an app to create an interactive experience for Hill of The O'Neill, recreating the time of O'Neill	
EPPC05	Integration of Technology -booking and ticketing management	To review with ICT as part of the ICT strategy the integration of an online booking and ticketing management systems, to streamline operations, enhance customer experience, and optimise efficiency.	From April 2024 to March 2025	Seamus Heaney HomePlace Manager Open Spaces & Recreation Dev Manager Link ICT	<ol> <li>Enhanced Customer Experience: Seamless integration improves online booking and ticketing processes, ensuring smoother transactions and higher satisfaction.</li> <li>Operational Efficiency: Streamlined processes reduce manual work, errors, and costs, boosting productivity.</li> <li>Revenue Growth: Targeted marketing strategies driven by integration increase ticket sales and revenue.</li> <li>Competitive Edge: Superior online booking experience attracts more customers, strengthening market position.</li> </ol>	Best practice systems implemented across all the sites.

Inclusiv	Inclusive: People, Places & Communities							
Link to	Community Plan Theme:		Align to Corporate Plan Theme					
	CMP 5.3 Vibrant & Safe Communities - We have fewer people living in poverty and fewer areas of disadvantage.		Theme 1 : Ou	ır Service Deliver	у			
Service to achie	Objective (What do we want ve?):	What are the key activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes)	How Will we Know? (Measures) clear measurement e.g. %, #, £, date etc.		
IPPC01	Develop and Community Wealth Building Framework and Action Plan	Complete test and learn pilots Develop framework and action plan with CWB Working group Work with Credit Unions to access finance for the CVS Develop upon work commenced in the Good Employment Charter Develop a policy position for Community Asset Transfers and Sponsorships	Dec 24	Social Inclusion Manager	Community Wealth building embedded in Council led delivery	New CWB plan in place		

IPPC02	Deliver an anti poverty Action Plan, targeted at the most disadvantaged people and communities, to include emergency support, housing, neighbourhood renewal and capital and Peace Plus Programme	Deliver a number of projects Foodbank Support	March 25	Neighbourhood Development Manager, Social Inclusion Manager & Diversity & Integration Manager	Assistance to those in emergency food/heat crisis	Support delivered
IPPC03	Deliver a Diversity Awareness Message across the District via Council facilities and welcome signs, billboard campaign, awareness programmes, mini mela events - link Arts Festival.	Campaign developed Campaign delivered	Dec 24	Diversity & Integration Development Manager Arts Development Manager	Greater respect for diversity	Campaign delivered
IPPC04	Deliver older peoples initiatives through partnership and direct programmes, intergenerational activity, to reduce fear of crime and improve mental health and resilience	Deliver Older people fear of crime initiative	March 25	Diversity & Integration Manager Open Spaces & Recreation Development Manager	Reduction in fear of crime	Initiative delivered

HEALTHY: People, Places & Communities							
Link to C	Link to Community Plan Theme: CMP 4.2 Health & Wellbeing - We have better availability to the right service, in the right place at the right time.		Align to Corporate Plan Theme				
			Theme 1 : Our	Service Delive	ry		
Service Ol want to ac	bjective (What do we hieve?):	What are the key activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes)	How Will we Know? (Measures) clear measurement e.g. %, #, £, date etc.	
HPPC01	Provide quality Open Spaces, Recreation & Indoor leisure services.	<ul> <li>Deliver broad leisure objectives including:</li> <li>Deliver Health and wellbeing programmes.</li> <li>Deliver activity programmes and promotions.</li> <li>Maintain quality service provision.</li> <li>Develop the role of open spaces, recreation &amp; leisure in the health agenda through enhanced partnerships with PHA/Health Trusts/Charities</li> <li>Delivery on an agreed annual schedule of corporate events</li> <li>Development and delivery of an annual Active Recreation Plan</li> </ul>	2024 to March 2025	Leisure Services Development Manager Open Spaces & Recreation Development Managers.	Better access to open spaces, recreation & indoor recreational facilities and improved health and wellbeing for children and adults.	2,100,000 users Mystery visitor average ratings over 85% 80 programmes Achievement of KPI's/ targets from various funded programmes	

HPPC02	Review and assess air quality within the district against recognised standards to ensure that adequate local air quality management is in place. Improve engagement and partnership working with relevant stakeholders with respect to air quality management across the district.	Monitor current levels of air quality within the district, through the maintenance of an air quality monitoring network. • Monitor air quality by replacing NO2 tubes monthly. • Contribute to the MUDC Climate Change working group.	From April 2024 to March 2025	Environmental Health Service Manager	It will ensure that MUDC meets its legal obligations with respect to adequately monitoring and reviewing the quality of air within the district. In the event of any exceedance in air quality objectives being identified, it will ensure that the situation is adequately addressed through MUDC's air quality action plan. Residents and visitors will be better informed regarding the district's air quality.	Monthly monitoring of air quality results will be undertaken. An annual review of MUDC's air quality action plan will be undertaken 2 x multi-agency stakeholder meetings on Air Quality will be held during this reporting period. Improved information will be available on the MUDC website.
HCCP03	Delivery a health and wellbeing, and a resilience programme for young people – Link to Peace and Good Relations programmes.	Develop programme Programme delivered	March 25 and ongoing	Diversity & Integration Manager Open Spaces & Recreation Development Managers	Greater resilience of young people	Programmes part delivered and commenced (3 year under Peace)

HCCP04	Supplement the work undertaken through the Clean Neighbourhood Action Plan by engaging in cross-departmental activities to support the Clean Neighbourhood priorities, such as reducing dog fouling, etc.	Work in partnership with the Environmental Services department within Council on relevant Environmental Health actions and enforcement to assist in the delivery of the Clean Neighbourhood Action Plan. Work in partnership with colleagues across the 'Health, Leisure and Wellbeing' department to develop and deliver a joint departmental initiative to promote cleaner neighbourhoods / council property and parks.	From April 2024 to March 2025	Environmental Health Service Manager Open Spaces & Recreation Development Managers	Cleaner neighbourhoods Increase in responsible dog ownership.	Deliver 3 x cross- departmental initiatives to focus on responsible dog ownership and /or litter hot spot areas. Environmental Health Service to scope out new options for enhanced litter enforcement across district.
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INFORMED	NFORMED: People, Places & Communities					
Link to Co	ommunity Plan T	'heme:	Align to Co	rporate Plan T	heme	
	th & Wellbeing - We ha right place at the right	ave better availability to the right time.	Theme 2: Leadership and Partnership for Local Growth			
	jective (What do achieve?):	What are the key activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes)	How Will we Know? (Measures) clear measurement e.g. %, #, £, date etc.
INFPPC01	Promote a "digital first" approach with staff and customers. Increased destination digital presences, website, and social media	Review further options for development/enhancement of online user experience. Promotion of use of online registration/bookings	From April 2024 to March 2025	Environmental Health Service Manager. Leisure Services Development Manager Open Spaces & Recreation Development Managers.	Increased accessibility of services. And customer experience.	Business case developed/funding secured for the implementation/ development/enhancement of online user experience. Increased year on year bookings and online transactions/registrations, etc
INFPPC02	Joint marketing, communications and promotional strategy between arts and visitor recreation & leisure sites	Joint marketing campaign developed. Joint marketing	September 2024	Arts Development Manager Leisure Services Development Manager	Continued cross marketing through brochures and online content. Venue/facility brochures displayed in all sites. Joint promotion through visitmidulster.com in	New joint marketing strategy.

	conjunction with
	Tourism department.
	A page added to
	brochures to promote
	other venues, facilities
	and leisure services.
	Customer profiling to
	Customer profiling to
	be complete. A link on
	between all websites
	for places to visit -
	SHHP, Hill of The
	O'Neill and Ranfurly
	House, Dungannon;
	The Burnavon Arts &
	Cultural Centre,
	Cookstown; OM Dark
	Sky Park and
	Observatory, and link
	leisure offers to
	support
	Marketing officers now
	have joint monthly
	meetings to discuss
	opportunities and
	assist with creative
	approaches to
	promoting venues-&
	facilities (link sales in
	Leisure
	New Tourism staff
	provided with an
	introduction and
	briefing on the

INFPPC03	Produce an "Enforcement and Education Policy" for Council	Undertake a review of Council's existing "General Regulatory and Enforcement Policy" (Document reference 2016/09/PH&I) in consultation with relevant	From April 2024 to March 2025	Environmental Health Service Manager Diversity &	operations of all venues. The refreshed policy will ensure that any decisions taken in relation to enforcement action undertaken by Council's statutory	A revised "Enforcement and Education Policy" will be produced
		regulatory partners within council. Draft a revised 'Enforcement and Education' policy for agreement by Members and ratification by Council		Integration Development Manager	regulation services will be graduated and consistent, in line with relevant guidance and best practice for regulators.	
INFPPC04	Develop links with the local Policing and Community Partnership (PCSP) and Multi-agency support hub to improve collaborative working between relevant stakeholders	Establish linkages between environmental health, PCSP and the Multi-agency Support Hub Build awareness of the Council's statutory regulatory services, legislation and remit Task resources to work together to address issues of concern within the district.	From April 2024 to March 2025	Environmental Health Service Manager Diversity and Integration Development Manager	Linkages between the PCSP, the PCSP, the Multi-Agency Support Hub and the Environmental Health Service will: (1) facilitate more efficient and streamlined referral of vulnerable individuals to relevant support services. (2) will assist vulnerable	Agreed lines of communication between the environmental health service, the PCSP and the Multi- Agency Support Hub will be established and utilised. Each partner within the collaboration will have improved awareness of the others' remit and how to maximise utilisation of same to address antisocial issues and help those most vulnerable within society.

		individuals to	
		access and	
		benefit from a	
		multiagency	
		approach to	
		addressing	
		their needs	
		which in turn	
		should improve	
		their health,	
		safety and	
		wellbeing.	
		Weinsenig.	
		Improved linkages	
		between Council	
		regulatory services	
		and the PCSP will	
		deliver better	
		integration,	
		collaboration and	
		problem solving of	
		anti-social issues	
		within the district.	

Link to Co	mmunity Plan	Theme:	Align to Co	rporate Plan Th	neme			
	h & Wellbeing - We l right place at the righ	have better availability to the right nt time.	Theme 3: Bo	Theme 3: Being the Best Council Possible				
	jective (What to achieve?):	What are the key activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes)	How Will we Know? (Measures) clear measurement e.g. %, #, £, date etc.		
IAPPC01	Standardise debt management procedures across all facilities and services within the directorate.	To streamline debt management procedures and establish standardized practices, ensuring clarity and efficiency across all debt-related processes.	From April 2024 to March 2025	Seamus Heaney HomePlace Manager Open Spaces & Recreation Dev Manager Finance Department	<ol> <li>Enhanced Clarity: By standardising debt management procedures, we aim to provide clear guidelines and processes, reducing ambiguity and ensuring consistent understanding across all stakeholders.</li> <li>Improved Efficiency: Standardisation efforts will streamline debt management</li> </ol>	New policy adoption by council Debt reduction rates - quantified in terms of percentage reduction or monetary value		

IAPPC02	Casual Staff	Our service objective is to	From April	Seamus	3.	workflows, leading to increased efficiency in handling debt- related tasks, resulting in time and resource savings for the organisation. Strengthened Compliance: Implementing standardised procedures will enhance adherence to regulatory requirements and internal policies, reducing the risk of non- compliance and potential penalties, thus safeguarding the organisation's financial integrity. Enhanced	Have the JD's reviewed to allow this
	roles across all venues within our department	development of Casual Staff roles across all council venues within our department. By	2024 to March 2025	Heaney HomePlace Manager		Flexibility: By developing Casual Staff roles across all	flexible element in included an increased number of JD's across our department.

implementing this initiative, we aim to provide opportunities for flexible employment while ensuring adequate staffing levels to meet the needs of our Service.	Open Spaces & Recreation Dev Manager HR Department	council venues, we'll increase flexibility in staffing arrangements. 2. Diverse Skill Sets: With Casual Staff roles developed across various venues, individuals with diverse skill sets and experiences will contribute to a more dynamic and adaptable team. This	
		adaptable	

#### 2.4 RISK MANAGEMENT OF DEPARTMENT/SERVICES

The purpose of risk management is to manage the barriers which prevents the Council from achieving its objectives. This section of the service plan includes space for the Department to input their key risks (in summary form), which have been identified during the business planning process. The Council uses risk management to maximize opportunities and minimize risks. This improves its ability to deliver priorities and improve outcomes. This is why the Council deems it important to link business planning and risk management. Risk Management aims to:

- Help the Council achieve its overall aims and objectives
- Manage the significant risks the Council faces to an acceptable level
- Assist with the decision making process
- Implement the most effective measures to avoid, reduce and control those risks
- Balance risk with opportunity
- Manage risk and internal controls in the most effective way.

This table illustrates the risks identified to deliver the Department's/Services business as outlined in service plan for 2023-24.

Risk Ref Number	Description of Risk	Risk Rating	Mitigation Activity
1.	Failure to comply with legislation / regulatory guidance (e.g. Disability legislation) & adherence to policies / procedures	6	Policies & procedures updated. Regular /ongoing communication with staff. Training for all relevant staff. Checklists. Audits.
2.	Significant reduction in funding / income	9	Ongoing budget reviews, Regular engagement with funding stakeholders, Marketing & communications plan.
3.	Failure to deliver on Peace Plus programme	9	Partnership working group in place and partnership agreements with all partners. Regular communication and sign off at each stage
4.	Facilitation of PCSP as an independent body of Council	6	PCSP minutes taken of all meetings and shared with Council for information. PCSP roll out of actions under all Council governance policies regarding finance and procurement
5.	Failure to prevent fraud, bribery & corruption	5	Cash handling / management procedures, Anti- fraud / corruption policy in place. Employee code of conduct. Income held in safe with access restricted to limited individuals. Safe limits set & contents regularly checks.

			Management authorisation required for refunds / credits. Cash collection services. Computerised booking management system which is password protected, authority actions & restricted levels within.
			Regular staff communication, training & review / updating procedures, Inspection protocols, Regular reporting & escalation if required.
6.	Food Control and Product Safety	6	Keep up to date with FSA / DAERA and OPSS related guidance at local, regional and national level. Provision of adequate levels of EHOs (Food control and Consumer Protection) for support to relevant businesses.
7.	GDPR	6	Reminders at staff meetings
8.	Health and safety	9	Risk assessment ongoing review for all staff and working practices kept under review. Reviewed methods of delivery.
9.	Loss of key supplier / goods	6	Regular ongoing review of Contracts Register. Ongoing engagement with Suppliers. Adhering to procurement processes. Monitor complaints on products.
10.	Ineffective governance arrangements in place	6	Regular staff communication, Inspection protocols, Regular reporting & escalation if required.
11.	A lack of, or untimely, maintenance of Leisure, Parks and Open spaces with the possibility of creating an	6	Currently managed through Property Services. This function of the Council has an extensive

	unsafe environment for public users with potential for injury claims.		remit, responsible for the maintenance of all council lands and property.
12.	Accident occurs on play area	8	Majority of playgrounds are inspected weekly by council staff. Independent annual inspections by ROSPA or RPII Inspectorate. Significant number playgrounds have been replaced or upgraded in recent years and evidence of current good and safe practices reflect in low claim levels. Comprehensive Audit has been completed.
13.	Limited resources to develop strategic events.	6	Continued engagement and delivery needed on a cross departmental basis. All council staff to be involved in delivery of council events where relevant. Continue to monitor and identify needs and external financial opportunities.

Rating	Descriptor
16 - 25	Extreme Risk (immediate action required)
10 - 15	High Risk (urgent action required)
7 - 9	Moderate Risk (action required)
1 – 6	Low Risk (keep under review)

## 3.0 OUR STATUTORY CONSIDERATIONS

In carrying out our responsibilities, the Service is cognisant of the statutory duties placed upon the council in the delivery of its services. Whilst the Service operates, under various obligations it is however mindful of the changing context in which it operates and endeavours to mainstream the equality and rural needs duties in the design and delivery of our functions.

#### 3.1 EQUALITY DUTY

The council and by consequence our Service is committed to contributing towards its part in working towards fulfilling obligations under Section 75 of the Northern Ireland Act 1998 to ensure adequate time, staff and resources to fulfil our duties.

The Service will also work towards adherence to the council's Equality Scheme ensuring equality duties, together with promoting positive attitudes towards persons with a disability and the participation of people with a disability in public life when carrying out our functions.

#### 3.2 RURAL NEEDS DUTY

The Service will be mindful of the rural needs of its customers when carrying out its functions and subsequent responsibilities, particularly in developing any new policies, plans or strategies throughout the year. In line with the Rural Needs Act (NI) 2016 we will give due regard to rurality in terms of needs in carrying out the activities within our Service.