

**Mid Ulster District Council
Corporate Performance Improvement Plan (PIP)
2023-2024 to 2024-2025**

June 2023

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Foreword

We are required to develop a Performance Improvement Plan (PIP plan) annually, to show our commitment to continuously improving service delivery. This Plan sets out why we have chosen to prioritise these Improvement Objectives, how we will deliver them and how the improvements will benefit our communities.

Without a doubt, this plan has been developed within an incredibly challenging climate. We are being squeezed from many directions with some of the repercussions of Covid-19 persisting, as well as the increase in living and energy costs that affect our residents, communities and local businesses from day-to-day.

We are fighting against the tide, and this would not be possible without our committed workforce that continues to offer a service to the people of Mid Ulster. We also know that it would be foolish to try and achieve these ambitions on our own. In order to succeed we must work together and continue to foster a healthy relationship with a wide range of partners – the third sector, the private sector, other public services and of course our enthusiastic communities. Everyone in Mid Ulster has a role to play in making Mid Ulster a great place to live, learn, work and enjoy life. The PIP Plan builds on the work that the Council and its partners undertook in 2021 to 2023.

Following consultation with the people of Mid Ulster, a series of priorities and projects have been formed that will allow us to further develop and improve the services provided to the people of Mid Ulster.

Naturally, only a proportion of the Council's activities are seen here, and the day-to-day work of providing services continues throughout the District. Through our Performance Improvement Plan, we will work hard in four key areas.

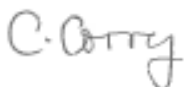
We will strive to modernise and change, so that our services are sustainable by continuing to design and drive digital transformation at pace, whilst ensuring that the digital technologies and advances we make are accessible and positively transform service delivery and the customer journey. We are currently undertaking work to redesign our structure and reconfigure services in ways that are truly transformative, sustainable, innovative, accessible and digital, at the same time, we need to guard against an increased risk of exclusion within our most vulnerable communities.

Climate change is affecting more people's lives every year and we all need to act now on the climate change and biodiversity emergencies, in order to slow and reverse the damage being done. We have a leading role to play in Mid Ulster, by reducing carbon dioxide (CO2e) emissions from our operations, as well as working with industry and other organisations to help lower their emissions and make our District more resilient to climate change. Encouraging and enhancing the natural environment, biodiversity and habitats on our estate and throughout the District, will assist in promoting healthy ecosystems.

Council will also invest in projects to further improve infrastructure through capital projects, which will improve, retail, leisure and culture, as well as attracting investors and visitors to the District. Wherever possible, we will spend our money locally to support local businesses and organisations, and seek to maximise social value.

As Mid Ulster competes with others to attract growth, tourism and inward investment a clean, green and pleasant environment that promotes mental and physical wellbeing plays an important role in marketing the District as a place to live in, move to and visit. Supporting the numerous community/voluntary groups, sports and leisure clubs in Mid Ulster, all play an important role in all our work as both provider and enabler. Our role is also to enable volunteering and community groups to come together for the greater good, especially in tackling local issues such as anti-social behaviour, graffiti, fly-tipping, littering, and dog-fouling, all of which require local responses.

As everyone now knows, it is a difficult time financially, and there is no doubt that it will be a challenge for the Council to deliver all the projects on time. However, we will be aiming high over the next two years and will work hard to achieve every ambition that has been set for the priorities in the plan. In order to do that we will continuously review the plan and set milestones for each project in order to allow us to measure and report on our progress annually.



Councillor Córa Corry

Chair Mid Ulster District Council

1.0 INTRODUCTION

1.1 Introduction

Each year we are required to develop a Performance Improvement Plan (PIP) to show our commitment to continuously improving service delivery in accordance with the priorities set out by the Council. In the PIP, we set out Council's intentions for our services, and include details, of how we will do the work. This plan spans a two year period from 2023/24 to 2024/25.

Council published a new Corporate Plan 2020-24 and this plan contributes to the continuing delivery of Council priorities. The Corporate plan has a range of activities, some short-term that can be delivered relatively quickly, and others that are longer term, i.e. will take time to develop and implement. Council's current Corporate Plan is under review with an aim to have a new plan in place in 2024.

2.0 DEVELOPING OUR IMPROVEMENT PLAN OBJECTIVES

2.1 Setting Our Improvement Objectives

The process of developing the Council's improvement objectives involved engagement between Senior Management, Assistant Directors, Heads of Service and the Strategy and Engagement Team. A self-analysis exercise was undertaken by Council to review the previous year's draft improvement objectives to establish their continued relevancy for the period 2023/24 to 2024/25. The exercise was undertaken in order to ensure that the improvement objectives were based on:

- A thorough, evidence-based understanding of the communities Council serves,
- Local needs and Council's capacity to address those needs.
- Improvement objectives correspond directly with the council's priorities for improvement in the hierarchy of plans, and
- The context of the current economy

- Short, medium and long term needs of the Council
- Many drivers and enablers both external and internal relating to improvement

Senior management, were content with the review of the proposed improvement objectives. The rationale for each improvement objective, associated links to the Community and Corporate Plan were considered and approved by elected members as a focus for continuous improvement at their Policy and Resources committee meeting 9th of February 2023 and thereafter were ratified at the February Council meeting. The proposed improvement objectives will form the basis of Council’s two-year performance improvement plan (PIP) for 2023/24 to 2024/25, refer to table 2.1 below – Council’s Improvement Objectives 2023-2024 and 2024-2025.

Table 2.1 – Council’s Improvement Objectives 2023-2024 to 2024-2025:

Number	Objective
One	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.
Two	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.
Three	To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment.
Four	We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people.

To lead the delivery of our improvement objectives council has established project teams to drive the objectives forward; under the direction of a Senior Responsible Officer (SRO); i.e. either an Assistant Director or Head of Service, appointed by the Chief Executive.

Each year we consult on our proposed improvement objectives. The outcome of the consultation; which was undertaken throughout February to April 2023, produced a report on the final improvement objectives, which were considered by Senior Management, and subsequently considered by elected members for approval at their June 2023 Policy & Resources Committee before being considered by Council.

The review of the improvement projects for 2023 to 2024, along with other statutory and corporate indicators (i.e. the PIP plan) will be reported by the 30th of September 2024 in Council's Annual Assessment Report, where we will look at the performance over the previous financial year (retrospective report).

2.2 Consultation

A consultation was undertaken on our proposed improvement objectives, as well as a rationale/associated activities (for their inclusion), from Monday 27th February to Friday 21st of April 2023. Our consultation involved a survey made available for completion and submission online and by post to the council.

To ensure maximum engagement, the consultation process was promoted through a variety of communication channels including; press releases, council social media outlets, internal staff meetings, and the council's website.

2.3 What the Consultation told us

- **91.18% of respondents agreed with objective one:** - *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.*
- **91.18% of respondents agreed with objective two:** - *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.*

- **93.94% of respondents agreed with objective three:** - *To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment.*
- **87.88% of respondents agreed with objective four:** - *We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people*

With such significant support for the four proposed improvement objectives, together with additional commentary provided, the council has developed its 2023-2024 to 2024-2025 Performance Improvement Plan around them. When reviewed, respondent commentary did not warrant the removal, amendment to or addition to the objectives proposed. Additional commentary and views provided are also informing our wider improvement activity across services.

3.0 DUTY TO IMPROVE & COUNCIL'S PERFORMANCE FRAMEWORK

3.1 Duty to Improve

Part 12 of the Local Government (Act) 2014 requires Councils to “*make arrangements to secure continuous improvement*” in the exercise of our functions (section 84). Council is also required to set improvement objectives for services and secure arrangements for achieving them each year (section 85). We are also required to publish an annual improvement plan

Statutory guidance defines improvement as “... *more than just quantifiable gains in service output or efficiency, or the internal effectiveness of the organisation. Improvement for Council's should mean activities that enhances the sustainable quality of life and environment for ratepayers and communities*”.

Each corporate improvement objective has been developed to focus improvement on at least one of the seven improvement aspects detailed in S84(2) of Local Government (NI) Act 2014:

- Strategic Effectiveness
- Service Availability
- Sustainability
- Service Quality
- Fairness
- Efficiency
- Innovation

In addition, guidance determines that improvement objectives should be:

- Legitimate – making a contribution to at least one (or probably more than one) of the seven aspects of improvement
- Clear – setting out the visible improvement that citizens can expect
- Robust – with defined terms of success (whether qualitative or quantitative)
- Deliverable – with established links to individual service programmes and budgets
- Demonstrable - capable of being supported by objective (but not necessarily measured or quantitative) evidence.

3.2 Community Plan, Corporate Plan and Council's Performance Management Framework

The Local Government (Act) 2014 has changed the way we plan, and encouraged us to look much more to the future. Reducing budgets, increasing demands and higher public expectations means that we must change our approach to delivering and improving public services. Public services need to think more about the long-term, work better with people and communities, look to prevent problems before they arise, and take a more joined up approach.

We need to look at balancing short to medium-term needs (which are reflected in the improvement objectives contained in this current plan), with our responsibilities to think about some of the big challenges facing our district in the future (as outlined on the Mid Ulster District's Ten Year Community Plan). We are working with other public services; the

private and voluntary sector on the delivery of the ten year community plan, as well as our local communities. This includes well-being outcomes that provide a focus for the public sector as part of the Community planning for the area; these are related, but separate from the objectives detailed in this report that focuses specifically on the Council.

The “peak” plan is the District’s Ten Year Community Plan, which encapsulates the communities’ vision and long-term aspirations. Sitting beneath the Community Plan is the Corporate Plan. The Corporate Plan is a key component of the Council’s Integrated Performance Management Framework. The performance framework consists of a hierarchical set of inter-related plans, which deal with the organisation’s delivery of services.

The Corporate Plan is the point where the Council responds to the Community Plan’s objectives that are within its area of responsibility; therefore, if the Community Plan is seen as the Community’s aspirational document, the Corporate Plan is the Council’s policy response to what residents and ratepayers desire to see happen in their community.

The Corporate Plan (currently a four-year plan 2020 - 2024) is designed as a fixed term plan to align with the council’s electoral cycle. Each newly elected Council is responsible for preparing a new corporate Plan setting out what they want to achieve during the electoral term.

3.3 Improvement, Corporate Values, Service and Individual Planning

Whilst this plan focuses specifically on Corporate Improvement Objectives, we are still seeking to bring about improvement in other areas. Planned improvements in our day-to-day work are set in our service plans. Departmental service delivery plans translate corporate objectives into service targets and operational activity, aligning with finance, workforce and risk issues.

Individual plans (staff appraisals) translate service or group delivery plan objectives into practical measures and targets for all members of staff within the Council. This ensures that

all our employees understand their contribution and accountability towards meeting the Council's values, priorities and vision.

We are committed to delivering our improvement objectives within the context of our adopted Corporate Values; this is at the core of what we do and guides how we deliver our service by being:

- **Citizen and Customer-focused:** designing and delivering our services in response to and around the needs of our customers and within our resources.
- **Innovative:** New and better ways of doing what we do.
- **Excellence:** Striving to excel in every aspect of our work, being accountable for and delivering the best value for money services.
- **Trustworthy:** Working for our communities in a spirit of friendliness and openness by delivering fair, transparent, equitable and ethical service to all customers.
- **Respect:** Treating each other, our customers and our stakeholders in the same considerate way that we wish to be treated ourselves.
- **Inclusive:** Creating a culture that values, supports and celebrates diversity to the benefit of the organisation and the people we serve.

3.4 Statutory Indicators

In addition to the Council's improvement objectives and associated actions used to measure our performance, the Northern Ireland Assembly has set a series of performance measures (indicators and standards) which the council will report on annually. Where relevant, the council's improvement objectives incorporate statutory performance standards and indicators for Economic Development, Planning and Waste Management. The statutory performance indicators and standards are set out as Appendix One.

For the last seven years, the arrangements for managing, improving and tracking Council's performance in relation to set statutory indicators has been progressed through our service plans, which are developed on an annual basis and endorsed by Council. Quarterly reviews and update reports relating to Council's statutory indicator performance are collated and

forwarded to our Senior Management Team, respective committees and Council. Unless otherwise highlighted in this plan, statutory performance indicators are managed at a directorate performance management level.

3.5 Corporate Indicators

During 2017 to 2018, the Council developed a suite of Corporate Indicators, which are now being measured across the Council. This suite of corporate level indicators are set out in Appendix Two to our plan and performance status and performance updates are reported to Senior Management and Council on a regular basis. Progress made against the corporate performance indicators are reported in Council's Annual Assessment report (a retrospective assessment report of performance in the previous financial year, published in September).

The council is engaged with the Department for Communities, along with other local authorities to inform the development of a benchmarking framework for local government. This will focus on areas where the greatest overall benefit; in terms of delivering outcomes, can be achieved.

4.0 DELIVERY & SCRUTINY OF OUR IMPROVEMENT OBJECTIVES

The council in order to inform how it delivers effective services to its communities uses a series of processes and policies. This helps the council to plan, govern and drive service delivery. The following section provides information on the key processes and activities, which we utilise to strengthen improvement.

4.1 Managing and Reporting Improvement.

The Council's service improvement planning process establishes clear links between the District Community Plan, Corporate Plan priorities, other Council Strategic Plans (such as the Local Development Plan), the corporate level Improvement Objectives, Project Plans

and Service Plans. It ensures everyone working for the Council is able to see how their work contributes to the work of the organisation.

Each Improvement Objective has a project delivery plan, overseen by an Assistant Director or Head of Service, documenting clear milestones, activities, resources and associated risk mitigation. Each plan also identifies with whom the council will work in partnership with for each objective, thus ensuring the successful delivery of outcomes for citizens (visible improvements). The improvement project delivery plans are regularly reported to Senior Management and Council, along with statutory performance indicators and the suite of corporate performance indicators.

Departmental service plans are in place across Council, setting out key programmes of work being progressed throughout the year along with resources required to deliver on the identified actions. Services regularly monitor their plans and where they are involved in one or other of the improvement objectives, within this improvement plan, the Service will report this through to the senior management team and council's Policy & Resources Committee on progress to date.

Elected members have an important role in monitoring how well the Council is achieving its improvement objectives. They are prepared to challenge officers on service improvement performance to ensure that the priorities are delivered and that the needs of the local community are met.

A mid-year report (April to September 2023) on progress against this year's Improvement Plan objectives and how we have performed against the statutory performance indicators and standards for Economic Development, Planning and Waste, as well as progress against corporate measures will be presented to Council's Policy & Resources committee.

By 30th September 2024, the council will publish a self-assessment report setting out how we have performed against the Improvement Plan for 2023- 2024 and where possible, the Council will benchmark indicators against the performance other Councils.

4.2 Audit, Inspection and Regulation

The council is inspected by the Northern Ireland Audit Office (NIAO) to challenge and examine its performance and effectiveness, through an annual audit and assessment.

Post an audit and assessment of Council, the Local Government Auditor (LGA) certifies the improvement and assessment for the Council with an audit opinion. To date Mid Ulster has received annual standard, unqualified opinions. As a result of the NIAO audits, the LGA believes that the Council to date has discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with section 92 of the Local Government (NI) Act 2014 and has acted in accordance with the Department of Communities' guidance sufficiently. LGA to date have made no recommendations under section 95(2) of the Act and were not minded to carry out a special inspection under section 95 (2) of the Act.

5.0 IMPROVEMENT OBJECTIVES

Improvement Objective One

5.1 Objective One: 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.

“The Council needs to lead by example which should help with the wider environment following suit.” –

(Mid Ulster Councils Corporate Improvement Objectives Survey Consultee Excerpt; May 2023)

Lead Officer: Assistant Director Environmental Services.

Why have we chosen this Improvement Objective?

On a local level, Northern Ireland has passed its first Climate Bill, after it was voted through at the Stormont Assembly on 9th March 2022. The Bill commits Northern Ireland to a net zero greenhouse gas emissions target by 2050. The bill establishes a legal framework including five year plans for emission cuts. The Bill would also create the role of a Climate Commissioner to oversee progress against targets¹.

On a global scale, climate change has been recognised internationally as the most important environmental challenge that we currently face. It is a large scale, long-term shift in the Earth's weather patterns and average temperatures. The IPCC's 2021 Climate Change Report regarding the physical science basis, states that, "Climate change is already affecting every inhabited region across the globe with human influence contributing to many observed changes in weather and climate extremes"². Scientific consensus recognises human activity³ as a major cause of recent unprecedented warming and climate projections show that past, current and future gas emissions will influence the climate for decades. The intergovernmental panel on climate change (IPCC) predicts increases in extreme weather events over the twenty first century and attributes this to a result of greenhouse emissions and rising surface temperatures.

The latest U.K Climate Change projections (UKC P18)⁴ predict that Northern Ireland will experience warmer, wetter winters and hotter drier summers by the 2050's, with extreme weather events becoming more frequent⁵. We recognise the key role and contribution that the Council has in supporting and promoting local actions and local people, businesses and partners in the move to a low carbon future.

Taking action to protect the environment for future generations is a priority for Mid Ulster and is recognised in the Districts Community Plan and Corporate Plan. We care about the environment and understand our legal duty to protect it. We seek to minimize the environmental impacts of our own Council activities and work with other partners and stakeholders to protect and enhance our local environment. Subject to procurement regulations, we can also choose to buy local produce which not only supports our local economy, it also reduces carbon emissions from freight transport and travel. Climate change is a collective issue and we can all make changes to our lifestyles to reduce the impact on the environment.

1. <https://www.legislation.gov.uk/nia/2022/31/contents/enacted>

2. <https://climate.nasa.gov/scientific-consensus/>
3. <https://www.worldclimatesummit.org/>
4. <https://www.metoffice.gov.uk/research/approach/collaboration/ukcp/download-data>
5. <https://www.theccc.org.uk/wp-content/uploads/2016/07/UK-CCRA-2017-Northern-Ireland-National-Summary.pdf>
6. <https://public.wmo.int/en/media/news/cop27-outcomes-emphasize-early-warnings-observations>

Actions - What are we going to do?

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
1. Increase the Council recycling rate to further boost the carbon reductions associated with recycling.	Increase tonnage of recyclables collected by approx. 1,700 tonnes per annum. Offsetting an additional 1,100 tonnes per year of Carbon per annum as a result of the improved recycling performance.
2. Manage Landfill Gas emissions at the Tullyvar, Magheraglass and Ballymacombs Landfill Sites and seek opportunities for further renewable energy projects	Reduction of 8,500 tonnes per year of Carbon equivalent per annum. £55,000 of income from the sale of electricity. Feasibility of solar panels at Tullyvar & Magheraglass assessed.
3. Increase participation in the Eco-Schools programme, which encourages and directs young people to think about climate action including litter, recycling,	All schools in Mid Ulster engaged in programme and pupils well informed on the environmental impacts of their activities.

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
energy saving, and water conservation etc.	
4. Monitor and review air quality across the District to determine whether national air quality objectives are being met.	Air Quality statistics 2022 - to be compiled and produced as a Report.
5. Local Air Pollution Prevention and Control (LAPPC) - Conduct scheduled inspections of premises to ensure that premises are complying with air emission targets as outlined in their Environmental Permits.	Inspect permitted premises to ensure compliance with Environmental permits (currently 74 premises have permits) and maintain records.
6. Energy efficiency in households - number of homes helped by providing Energy Efficiency Advice and the number of homes helped to improve the energy efficiency of their homes.	Approx. 500 homes annually (pro rata) across Mid Ulster helped to improve the energy efficiency of their homes.
7. Seek to bring recycling and biodiversity themes into creative art project targeting schools, disability groups and older people programmes.	Continuation of the creative arts programme while promoting greater awareness among participants of the benefits of recycling and how the arts can contribute to the recycling agenda.

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
<p>8. Pilot Council's habitat assessment tool to utilise as an exemplar for 6 Council managed assets/land – Polepatrick Park & Cemetery, Ranfurly and Hill of the O'Neill, Ballyronan Marina, Carricknakielt, Dungannon Park and Cookstown Council Office</p>	<p>Creating healthy council managed habitats</p>
<p>9. Introduce and pilot the Sustainable NI Sustainability Assessment Tool for capital projects</p>	<p>The Council considers the environmental and climate change impact of their capital projects and seeks to reduce any negative impact found. Also, the Council can increasingly demonstrate that sustainable development and climate change considerations are being integrated in their decision making process around capital projects.</p>
<p>10. Submit the Draft Plan Strategy for Independent Examination (IE), which will include policy to protect our environment e.g. including the Sperrins, Lough Neagh and Clogher Valley and; policy, which encourages more sustainable forms of transport, and reduces the need to travel by private vehicles.</p>	<p>Submission of Plan Strategy** for IE, which includes policy that will guide, enhance and protect the local environment while encouraging sustainability.</p>

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
11. Research the application and introduction of alternative fuelled Vehicles/Diverse Plant into Council's Fleet	An increase in the Councils low/zero carbon alternative fuel vehicles and greater understanding of the Councils fuel usage over time.
12. Research and develop a Carbon Management Plan	An increase in the energy efficiency of the Councils buildings and greater understanding of the Councils heating / electricity usage over time
13. Promote Flexible Working Opportunities to Council Staff	Promote Flexible Working opportunities to Staff and potential job applicants. Reduced carbon emissions related to staff commuting.
14. Progress to Stage 4 of the NI Climate Adaptation Planning Cycle	Production of a Mid Ulster Council Adaptation plan (including Risk Register, Vision/Aims/Themes, Action Plan) approved by Council.
15. Prepare a Climate Change and Sustainable Development Strategy and Action Plan	Strategic and operational approach to sustainable development and addressing the challenges of climate change.
16. We will research Environmental, Social and Governance ("ESG") principles in the context of the review of the Council's Procurement Policy. Consider whether and how same could be incorporated as to how the Council thinks ESG and buys/procures ESG	Initial awareness throughout the organisation of ESG values, how they might work in practice, what the opportunities and challenges are with ESG and Council having a direction of travel re whether the Council could think and procure ESG. Collaborating with Communities and Place Directorate on Community Wealth Building as

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
	procurement is one pillar within that strategy - DTNI support.
17. Prepare a report by researching & benchmarking Mid Ulster District Council against other NI and ROI Councils with regards to resources devoted to Sustainability and Climate Change	Gain a greater understanding of the resources other similar organisations are devoting to sustainability & climate change.
18. Appoint a Net Zero Delivery Officer who will co-ordinate the regional development of both industry-led, sector-specific Net Zero opportunity assessments and action plans that will support the Mid-South West (MSW) region in the transition to Net Zero and Council Net Zero action plans.	Increased business awareness of the practical steps and opportunities available to realise carbon, energy and cost savings in order to future proof their business.
19. Investigate unused Council land with the potential to be transformed into Urban Green Spaces / Allotments or used for other biodiversity actions like tree planting, wetlands etc.	Gain a greater understanding of the Council Estate, identify unused land and assess their potential to be used for environmental improvement projects and climate action.
20. Develop a procurement specification to seek a competent supplier to scope out Mid Ulster for potential blue / green links (infrastructure), investigate potential landowner issues, etc. to aid the development of Active	The potential for Active Travel projects within the district will have been scoped out and a strategic document prepared which will aid in the application for external funding.

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
Travel (making journeys by physically active means, like walking or cycling) projects and potentially source external funding.	
21. Co-ordinate the development of an indoor leisure energy user group to identify energy saving opportunities (i.e. low an no-cost measures) across 5 indoor leisure centres: Greenvale Leisure Centre (LC), Cookstown LC, Dungannon LC, Maghera LC and Moneymore Recreation Centre.	Leisure Centres save money and energy as well as reduce their environmental impact through better low and no cost energy management.

****No. 10** - There have been unforeseen delays caused by the Department who have yet to forward the Draft Plan Strategy to PAC for Independent Examination. Department for Infrastructure (DfI) have sought clarification on a number of points and we intend to respond summer 2023.

How will we know?

- Carbon reduction/offsetting (tonnage) per anum.
- Amount of income (£) generated from the sale of electricity.
- Numbers of Mid Ulster Schools participating in Eco Schools Programme.
- Air Quality within District determined within annual Air Quality Report.
- % of scheduled inspections of premises to ensure that premises are complying with air emission targets as outlined in their Environmental Permits.
- Number of homes helped to improve their energy efficiency.
- Number of participants/groups in Council led environmental/sustainability conservation activities/programmes.

- Number of Council owned assets/land assessed using habitat tool.
- Number sustainability assessment guidelines, tools developed.
- Department forwards MUDC Draft Plan Strategy to PAC.
- Numbers of vehicles replaced in Replacement Fossil Fuel Capital Fleet Programme.
- Electric charging capacity scoping exercise report produced
- Number of annual fuel usage reports produced.
- Annual building heating / electricity usage reports produced
- Carbon Management Plan in place
- Number of Display Energy Certificate (DEC's) assessments completed.
- Flexible Working Arrangements Policy in place and baseline figures established for Miles travelled by staff commuting to work
- Stage 4 of the "NI Adapts" Planning Toolkit completed
- Climate Change and Sustainable Development Strategy and Action Plan developed
- Environmental, Social Governance principles awareness training/workshops undertaken in year
- Benchmarking report completed regarding resources devoted to Sustainability and Climate Change in Northern Ireland and Republic of Ireland.
- Net Zero Delivery Officer appointed
- Study of council estate to identify under/unused parcels/land completed
- Procurement specification completed to seek supplier to scope out Mid Ulster for potential blue / green links (infrastructure), investigate potential landowner issues, to aid the development of Active Travel for District.
- Establish indoor leisure energy user group

Visible improvement residents, businesses or visitors expect to see

As a local authority, we recognise that we have a responsibility to take positive action and provide strong leadership on averting the dangerous effects of climate change. We will reduce carbon emissions from our buildings, vehicles, operations, activities through strategic planning, policy development and the management of projects.

We will promote a culture of environmental responsibility amongst staff and customers, with the aim of reducing energy, water use and raising awareness of the effects of climate change, and the circular economy within the District and beyond.

Partnerships: Who do we need to work with?

Citizens, visitors, community and voluntary groups, schools, colleges, youth groups, businesses, staff, Executive Departments, Conservationists.

Link to District Community Plan Theme and Outcomes: Infrastructure - We increasingly value our environment and enhance it for our children

Link to Corporate Plan Themes:

Environment - We will work to mitigate against the impacts of climate change by taking steps to reduce carbon emissions as an organisation.

Environment - We will continue to promote & protect our environment through our environment & anti-littering programmes of education, awareness raising & enforcement.

Leadership - We will continue to progress towards the adoption of our Local Development Plan 2030 & delivery against plan objectives

Performance Improvement Aspects which this improvement objective aims to deliver against

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

Improvement Objective Two

5.2 Objective Two: - 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.

“Services need to be available online so we can access them when free - I suppose though digital doesn't suit everyone and it's important not to forget those people who don't have access to or are unable to use digital means of interacting with the Council”.

(Mid Ulster Councils Corporate Improvement Objectives Survey Consultee Excerpt, May 2023)

Lead Officer: Assistant Director Corporate Services and Finance.

Why have we chosen this Improvement Objective?

Tech' change had accelerated during the pandemic, the rate of digital transformation has increased exponentially in part due to the speed of adapting to unexpected challenges. Organisations, their customers and stakeholders expect digital experiences to be more immersive, inclusive, secure, and simple to use than ever before. Technology change has always been about people, and in 2023, that will be truer than ever in the era of hybrid work. The Council is aware that technology will be about the new ways in which we work, connect, create, and support one another—and how technology enables this. There is now an enhanced need to transform how organisations engage with customers through digital platforms. This increasing use of digital channels is here to stay. Citizens now have higher expectations of online council services and want a digital customer experience similar to that provided by retailers, banks and utility providers.

We want to harness the potential of digital design, data and technology to work efficiently, transform the relationship between residents and the Council, and make Mid Ulster a leading destination for sustainable growth, opportunity and quality of life. To embrace such opportunities we are developing a roadmap to define how our future use of technology and human resources will be optimised to enable the efficient delivery of our business and community priorities to the businesses and citizens of Mid Ulster.

Technology is only an enabler, transformation involves changing how we work, how we organise ourselves and how we serve our citizens. We will have real opportunities to radically rethink, and redesign our services, as we are move towards being a more agile and flexible organisation, with staff able to work from any location as we make more efficient use of physical space and mobile technology. We can and will learn lessons from innovative digital practice utilised as a response to the Pandemic. More of our high volume, low contacts that we deal with, should be completed at our customer's convenience, enabling Council staff to focus on more complex and sensitive enquiries that benefit from the human touch. All of this can help us manage the rising cost and demand pressures the Council is facing.

Whist we want everyone to become digital citizens, we recognise that not all residents have the means or skills to take up digital. The council aims to grow and develop its digital

inclusion work to provide skills and confidence in this area for staff, and our customers will always be able to speak to a person when they need to, and the person they speak to will be able to provide improved customer service. We will not leave anyone behind, however, we must continue to maximise technology to drive better services and lower delivery costs. As a Council, we already offer online access in a number of areas; however we need to push further, faster with our digital approaches, data and technology, to ensure the district thrives through the fourth industrial revolution. The Council in order to make the right choices post-pandemic will need to think differently and crucially put citizens, data, insight, and technology at the heart of change.

Actions - What are we going to do?

What are we going to do? (Activities)	What difference will it make?- (Outcomes)
1. Development of digital systems to support the delivery of Financial Services (PHASE - 2)	Phase 2 pilot will introduce functionality not previously available to the Council. It will greatly improve; financial controls at remote facilities (e.g. leisure centres). Council will have more efficient and effective financial management information system, providing timely easy access, self-service to financial ledgers, financial information and reporting for all services, with improved controls and governance leading to overall improved and informed financial decision making.

What are we going to do? (Activities)	What difference will it make?- (Outcomes)
2. Appointment of Implementation Partner for Council's Digital Transformation Strategy.	Implementation of the Council's Digital Transformation Strategy can commence at pace in order to achieve more outcomes within the Strategy and deliver on our Vision of improving services.
3. Implement Communication Actions from Digital Transformation Strategy to contribute to a more connected Mid Ulster (e.g. web-site content review and introduce e-mail marketing tool).	Users can understand our website so that they do not need to contact us if we put the information online and our residents, businesses, and visitors are aware of our activities; trust us because we communicate effectively - via email and social media.
4. Implement Customer Services Actions from Digital Transformation Strategy.(e.g. collate, review and analyse call handling/journeys to inform utilisation of interactive voice recognition and development of on-line registration)	Better understand how our residents, businesses, partners and visitors interact and engage with our services so we can improve outcomes for them and reduce staff process administration process.
5. Implement Digital Infrastructure Actions from Digital Transformation Strategy (e.g. Implement fibre class network connectivity to each of our staff workspaces).	Staff have the connectivity and equipment to work from wherever they need and where their communication is seamless and simplified

What are we going to do? (Activities)	What difference will it make?- (Outcomes)
6. Delivery of the Digital Transformation Flexible Fund (DTFF: NI programme led by Newry, Mourne & Down District Council). A 3-year grant scheme aimed at supporting micro/small businesses to adopt advanced digital technologies to achieve business transformation.	Sixty Mid Ulster micro/small businesses supported to adopt new digital technologies to transform their business operations by March 2026
7. Develop digital accessibility and digital inclusion (by design) guidance and training materials for Council's Digital Transformation team.	Accessible design principles included in digital improvements

How will we know?

- New digital transformation action plan agreed - (to align with Council's Digital Transformation Strategy)
- Implementation partner appointed.
- Increase in visitor numbers to Council website
- Web-site content review completed
- E-mail marketing tool introduced
- Number of new digital services developed and in place.
- Number of connections live on managed SD-Wan service
- Provision three times the bandwidth to each site.
- Number of Mid Ulster micro/small businesses supported to adopt new digital technologies to transform their business operations by March 2026.
- Digitally accessible/inclusion guidance and training materials in place

Visible improvement residents, businesses or visitors expect to see

The Council's role will be focused on helping to identify the priorities that will lead to the biggest impacts on economic growth and public service reform, thus ensuring key policies and strategies are integrated. This will include the infrastructure to support digital innovation in the District, providing insight and delivering public service reform directly, including working in a more digital way as a Council and promoting work that will support every resident in the District, as well as supporting businesses to benefit from digital change.

Partnerships: Who do we need to work with?

Northern Ireland Executive and Departments, Members of Council, Staff from various service areas across Council, Digital Designers/Consultants, Citizens, Visitors, Statutory, Voluntary, Community groups, Businesses, Councils, Regulatory/Statutory bodies.

Link to Community Plan Theme and Outcomes: *Economic Growth – We prosper in a stronger and more competitive economy*

Links to Corporate Plan Themes:

Service Delivery - We will improve services for our citizens through the development and delivery of an innovation agenda.

Economy - We will continue to build on our work to generate business diversification, innovation and expansion and increase employment opportunities.

Communities - We will support and promote respect for diversity the integration of our minority communities

Performance Improvement Aspects, which this improvement objective aims to deliver against:

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

5.3 Objective Three: To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment

“This is top of the list for me, as I believe a clean environment is so so important on all levels; from hygiene, safety and reputation”

(Mid Ulster Councils Corporate Improvement Objectives Survey Consultee Excerpt, May 2023)

Lead Officer: Assistant Director of Health, Leisure and Wellbeing

Why have we chosen this Improvement Objective?

The World Health Organisation, (WHO), outlines, the various ways the natural environment can positively affect human health and well-being, as natural areas offer opportunities for physical activity, social contacts and stress reduction ¹. We all use public spaces every time we leave home. These include the footpaths and streets we walk or drive along each day, the parks our children play in and the outdoor areas we go to exercise or relax in. Many of our daily decisions and activities are influenced by our perceptions of the quality and cleanliness of the public areas we encounter. The importance of clean, green and blue (our rivers, canals, loughs etc.) spaces, parks, cannot be underestimated. Many benefits derive from a pleasant environment. Post pandemic we now realise how important it is for us to have easy access to open space for recreation and exercise. The importance of safe, accessible and well-connected green and blue spaces for improving quality of life has never been more pertinent, and for those without gardens the value of these spaces is amplified.

Good quality parks and attractive open space contribute economic benefits to towns and villages. As Mid Ulster competes with others to attract growth, tourism and inward investment a clean, green and pleasant environment plays an important role in marketing the District as a place to live in, move to and visit. Businesses are drawn to places with good quality environment as this in turn attracts customers, employees and services into the local area. In addition well maintained towns and villages has a positive impact on commercial and domestic property values.

Regionally and locally increases in obesity, are linked to more sedentary lifestyles including lower levels of outdoor activity. Patterns of exercise in adults are set early in life, so obesity

and inactivity in childhood can led to poor health in later years. Good quality public open space is required to encourage healthier lifestyles by providing opportunities for walking, cycling and other outdoor pursuits, as well as being beneficial to mental well-being. Clean and well maintained play areas, parks and open space provide important beneficial opportunities for children to learn and develop (their social and emotional development) and stay healthy. Apart from access, the quality of green space is crucial too. Quality of facilities – including toilets and cafes; regular maintenance; organised activities can help ensure a green space supports the wellbeing of its citizens equally

Clean neighbourhoods engender social pride, add vibrancy, and reduce crime and anti-social behaviour, all of which are essential to the development of strong prosperous neighbourhoods. Anti-social behaviour can be seen through dog fouling, littering, abandoning vehicles, graffiti, and fly tipping etc. We are very much aware that many of our clean and green services are demand led, whilst much of this demand is inevitable, it is also clear some of it is avoidable. We want to be clear about our service promises, standards, and the response times we aim to achieve to ensure our communities understand what levels of service they can expect. On its own the Council cannot deliver a cleaner and greener environment for residents. We want to work collaboratively, with residents, communities, visitors and businesses and through active citizenship we hope to see reduced demands on our services and more residents taking greater pride in and ownership of their local environment. This is more necessary then ever as overall public sector expenditure reduces at an unprecedented rate, combined with the economic fallout from the pandemic and current inflation in the economy.

1. <https://www.un.org/en/chronicle/article/green-spaces-invaluable-resources-deliveringsustainable-urban-health>

Actions - What are we going to do?

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
1. Continuation of an enhanced anti-littering enforcement approach – Phase 2. (extension	Effective and visible way of responding to anti-social behaviour, resulting in raising

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
of “Walk this Way” scheme in dog fouling ‘hot spots’)	awareness of adverse impacts of littering on the environment.
2. Support and promote local community clean-ups and events e.g. Big Spring Clean organised by schools, community groups and sports clubs.	Fifty-five supported “Clean-ups” carried out across Mid Ulster district electoral areas (DEA) involving a range of stakeholders involved including schools, community groups, sports clubs, businesses etc.
3. Co-ordinated litter/ recycling educational programme in place for participating schools.	Educational programme made available to all primary schools and delivery schedule in place. Increased community involvement and civic pride in participation of Live Here Love Here Small Grants Programme
4. .Develop, manage and deliver a marketing and communication activity plan 2023/24 (high profile campaigns) aimed at reducing littering and awareness of dog fouling across the district.	Increased public awareness of effects of littering and dog fouling across the District.
5. Develop extended coverage of Forest Schools programme across all seven District Electoral Area's (DEA's) - DEA's are Carntogher, Clogher Valley, Cookstown, Dungannon, Magherafelt, Moyola, Torrent in Mid Ulster District.	Work in partnership to broaden the invitation to schools, youth groups to take part in the Forest Schools Programme across the Districts green and blue spaces.

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
6. Continue to raise Parks and Open Green Spaces management standards across Council Properties by attaining one additional Green Flag/Blue Standard award by 2024/25.	Enhancing horticultural, cleanliness, biodiversity, community involvement, and environmental management standards across the Districts recreational spaces.
7. Deliver a dereliction and long term vacancy scheme across Mid Ulster Towns and villages subject to securing funding from DAERA and Department for Communities (DfC)	Injecting new life into vacant / derelict properties. Creating new jobs across the district. Encouraging shoppers to physically come into towns and villages.

How will we know?

- Number of Council dog fouling ‘hotspots’ where “Walk this Way” scheme introduced
- Number of community clean ups supported throughout District
- Number of Educational Visits made to primary/ secondary schools promoting littering & recycling message and number of pupils/students attending.
- Amount of funding secured from Live Here Love Here fund
- Number of media campaigns launched.
- Number of Forest Schools Projects identified and delivered by end of March 2024
- Number of attendees each Forest school project
- Number of blue and green flag management standards attained
- Securing funding from DAERA and Department for Communities for dereliction/vacancy scheme.

Visible improvement residents, businesses or visitors expect to see

Increase in the number of “Clean and Green” schools and educational programmes delivered and supported throughout the District. Greater support of “active citizenship” through local action and engagement opportunities. Enhanced enforcement opportunities and awareness, which reduces anti-social behaviour such as littering dog-fouling etc. Improved quality and cleanliness of the public areas citizens, tourists, and businesses encounter across the District.

Partnerships: Who do we need to work with?

Members of Council, staff, citizens, visitors, community/ voluntary groups, schools, colleges, youth groups, businesses, regulatory and statutory bodies, businesses.

Link to Community Plan Theme: Infrastructure- We increasingly value our environment and enhance it for our children.

Links to Corporate Plan Themes:

Environment - We will continue to promote and protect our environment through our environmental and anti-littering programmes of education, awareness raising and enforcement.

Communities - We will continue to support the sustainable development of our parks/forests/green-spaces, together with outdoor assets, including walking and cycling trails & water recreation.

Communities - We will open up & sustain accessible pathways to participation in leisure/outdoor rec. activities, which enhance health & well-being by providing hi quality, accessible facilities in local communities and through programmes tailored to community need.

Economy - We will continue to build on our work to generate business diversification, innovation and expansion and increase employment opportunities.

Performance Improvement Aspects, which this improvement objective aims to deliver against

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

Improvement Objective Four

5.4 Objective Four: We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people.

“I absolutely agree with this objective. Capital investment is urgently needed in the right areas”

(Mid Ulster Councils Corporate Improvement Objectives Survey Consultee Excerpt, May 2023).

Lead Officer: Head of Technical Services

Why have we chosen this Improvement Objective?

The additional challenges facing Mid Ulster’s most vulnerable communities due to the longer term impacts, arising from the Pandemic and the current economic instability caused by inflation, means there has never been a more important time to strengthen the economic, social, and physical wellbeing of our places, lasting effects will be felt for many years to come. We must look to a period of recovery post pandemic and to the economic recovery out of inflation. The Council’s capital programme of local projects will maintain our ongoing support for vibrant, accessible village/ town centres, open spaces and communities.

Regeneration is a long-term process and is delivered through a wide range of projects, programmes, partnerships, infrastructure initiatives. Since the late 1990s, policymakers have recognised the wider social factors that affect the success of regeneration schemes, but this is even more vital in the current economic climate. Infrastructure is a valuable and efficient economic stimulus. Every £1 of investment in infrastructure generates a potential further £2.70¹ due to economic multiplier effects. Making the most of existing social capital and providing opportunities for local people to be involved in regeneration is a vital part of making the best use of limited resources.

As a Council we support locally developed place based regeneration projects, we continue to invest in Mid Ulster, as well as providing essential services paid by your rates. Our Capital investment programme is our commitment to addressing the economic downturn and making the District a better place to live, work and invest. The programme includes major schemes to boost the economy, create jobs and improve the quality of life for our citizens.

Quality of place matters in economic, social, cultural and emotional terms. A sense of place helps establish strong social infrastructure which supports people to improve their prospects and maximize their potential. We are taking a “Whole District” approach creating places that are attractive, well-designed and well managed. Our approach focuses on tailored solutions for settlements within the District and also business locations. We recognise our major assets as those that have the potential to deliver the greatest impact. Building on and investing in these assets alongside complementary interventions will release the District’s potential for growth and connect areas of growth with deprived places in need of generation. By following a planned phased approach across the District we will be able to deliver greater impact for each locality, using the resources available to best effect.

1. Further detail can be found here:

[Infrastructure as a stimulus – laying the foundations for the new normal | Institution of Civil Engineers \(ICE\)](#)

Actions - What are we going to do?

What are we going to do? (Activities)	What difference will it make?- (Outcomes)
1. Undertake the Project management of Council's current committed live Capital Works Programme 2023 - 2027 with an indicative spend < £26m.	Contribute to the ongoing regeneration of our district.

What are we going to do? (Activities)	What difference will it make?- (Outcomes)
2. Develop a skills/competency matrix/ tool to map required and desired skills for capital projects team/client services teams and conduct training/development programmes to optimise efficiencies and workflows by April 2024.	Streamline processes for efficiency compromises within the capital projects team through staff development.
3. Research, develop and promote clear precise communication plan containing information on Council's Rolling programme of Capital projects that is their progression and delivery to members of the public across Council's communication channels.	Members of Public better informed regarding up-to-date information reference Council's Capital Programmes Projects across District
4. Create Standardised Accessibility and Inclusivity guidance materials for Council's Capital Projects	Standardised Accessibility and Inclusivity principles for Capital Projects

How will we know?

- The number of current live Capital Works projects within 2023 to 2027 programme, to include:
 - **2 Waste Infrastructure Projects**; - final closure works at Ballymacombs Landfill and potential development of a Dry Recyclables Facility (MRF).
 - **2 Public Realm** - Design out & Development of Maghera, Pomeroy Public Realm completed

- **13 Major Projects - (over £250K):** Thomas Clarkes GAC, Connecting Pomeroy , Gortgonis Health & Well Being Hub enabling Works, Dungannon Railway Park (completed RIBA stage 4), MUSA Sports 3G & Running Track to be on site , Maghera Wetland Park, Active Travel Projects (Clogher), Small Settlement Programme(Moneymore, Bellaghy, Castledawson, Clady, Coalisland to be finished) and works to Castlecaulfield and Moy to be commenced) , Civic Offices remedial works, Forest Improvements at Drumcairn and Derrynoyd, Design works for Cookstown, Dungannon depot replacements.
- **6 Minor Projects - (under £250k):** Ballsaggart Lough, Dungannon Park Lake Reservoirs, Murley Road Footpath, Greenvale LC Repairs, Burnavon Theatre Upgrades, Aughnacloy Changing Room repairs. .
 - Capital Programme Delivery training/development/awareness programme in place.
 - Communication plan containing information on Council's Rolling programme of Capital projects in place across Council communication channels
 - Standardised Accessibility and Inclusivity for Capital Programmes guidance in place and associated training programme delivered.

Visible improvement residents, businesses or visitors expect to see

Council will work with a wide range of partners from the public, private, voluntary and community sectors. Wherever possible the Council will seek to work in partnership with others to deliver its capital investment programme in order to provide facilities that meet the needs of the District. Council strategically manages its operational properties through the establishment of a rolling programme of investment which either improves existing council facilities or provides new facilities (e.g. office accommodation, depots, yards and venues such as open space facilities). Council will provide a clear context within which proposals for new capital expenditure are evaluated, to ensure that all capital investment is targeted at meeting the Council's Priorities and/or legislative requirements. Council will ensure that specific capital programme project stages updates are provided to members of the public.

Partnerships: Who do we need to work with?

Council members, council staff, ratepayers, citizens, tourists, businesses, statutory and regulatory bodies, digital geospatial suppliers, community and voluntary groups.

Link to Community Plan Theme: Economic Growth - We prosper in a stronger and more competitive economy.

Links to Corporate Plan Themes:

Economy - We will continue to identify opportunity sites for development proposals and to deliver against existing plans for other key strategic sites.

Service Delivery - We will invest in in our people to create a customer-focused, purposeful, skilled, high-performing, engaged, healthy & safe workforce.

Service Delivery - We will improve services for our citizens through the development and delivery of an innovation agenda.

Communities - We will support and promote respect for diversity the integration of our minority communities. .

Performance Improvement Aspects this improvement objective aims to deliver against?

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

Contacting Us

As always, your feedback is important to us and as such, Council is committed to improving its services and welcomes your comments or suggestions at any time of the year. If you, have any comments, feedback, would like any further information or would like a copy of this plan in an alternative format please contact:

Strategic Services and Engagement Team

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Appendix One – Statutory Performance Indicators and Standards

Local Government (Performance Indicators and Standards) Order (NI) 2015 has specified performance indicators and standards for Mid Ulster District Council on Economic Development, Planning and Waste Management. Improvement in relation to the statutory measure as and indicators is managed through our service plans and reported to Council on a regular basis.

Reference	Statutory Indicator	Standard to be Met (annually)
ED1	<p>The number of jobs promoted through business start-up activity.</p> <p>[Business start –up activity means the delivery of completed client led business plans under the Department of the Economy’s Regional Start initiative or its successor programmes]</p> <p>“Go For It” Programme target</p>	<p>*210</p> <p>*153</p>
P1	<p>The average processing time of major planning applications.</p> <p>[An application in the category of major development within the meaning of the Planning (Development Management) Regulations (NI) 2015 (a)]</p>	<p>Major applications processed from date valid to decision or withdrawn within an average of 30 weeks</p>
P2		

Reference	Statutory Indicator	Standard to be Met (annually)
	<p>The average processing time of local planning applications.</p> <p>[An application in the category of local development within the meaning of the Planning (Development Management) Regulations (NI) 2015, and other applications for approval or consent under the Planning act (NI) 2011 or any Regulations made under the Act]</p>	<p>Local applications processed from date valid to decision or withdrawn within an average of 15 weeks.</p>
P3	<p>The percentage of planning enforcement cases processed within 39 weeks.</p> <p>[Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning act (NI) 2011 or any regulations made under the Act].</p>	<p>70% of all enforcement cases are progressed to target conclusion within 39 weeks of receipt of complaint.</p>
W1	<p>The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse)</p> <p>[Household 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>	<p>Set Annually by the Department for Agriculture, Environment and Rural Affairs (DAERA)</p>
W2		<p>Set annually by DAERA</p>

Reference	Statutory Indicator	Standard to be Met (annually)
	<p>The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.</p> <p>[Local Authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]</p>	
W3	<p>The amount (tonnage) of Local Authority Collected Municipal Waste arisings</p> <p>(Local Authority collected municipal waste arisings is the total amount of the local authority collected municipal waste which has been collected by a district council]</p>	Set annually by DAERA

* The Department for the Economy (DfE) requested that the Department for Communities (DfC) amend the standards set out in the Local Government (Performance Indicators and Standards) Order (NI) 2015 to align with the programme targets in operation for the “Go for It” business start-up programme for 2021 to 2023. DfC consulted on the amendment to the 2015 Order from 21 December 2021 – 28 February 2022. It was not possible to make this amendment before the dissolution of the current Assembly due to competing legislative pressures and the volume of legislation needing to be progressed before the mandate ended and, as such, the current economic development standards cited in the 2015 Order remain in operation. Council has been advised to reference both the statutory targets and the “Go for It” programme targets in the performance improvement plan

Appendix Two - Mid Ulster Council's Corporate Health Indicators

Measure	Target/Standard 2022 - 2023	Responsible Lead Service
1.0 Economy		
1.1 Number of jobs promoted	*210 *153	Economic Development
1.2 Average processing time for local planning applications	15 weeks	Planning: Development Management
1.3 Average processing time for major planning applications	30 weeks	Planning: Development Management
1.4 % Building Regulations Applications determined to target	90%	Building Control
2.0 Waste Management		
2.1 Percentage (%) of waste going to landfill	Awaiting DAERA	Environmental Services
2.2 Percentage (%) of waste recycled	Awaiting DAERA	Environmental Services
3.0 Council Facilities		
3.1 Visitors to Arts/Cultural venues	<92,147	Arts & Culture
3.2 Users of Leisure and recreation facilities	<1,979,413	Leisure
3.3 Visitors to Council Offices	NA	Human Resources
3.4 Number of RIDDOR incidents	NA	Health & Safety

Measure	Target/Standard 2022 - 2023	Responsible Lead Service
4.0 Better Responses		
4.1 Freedom of Information (Fol) requests responded to within target	90%	Democratic Services
4.2 Complaints dealt with within target	90%	Chief Executive's Office
4.3 Correspondence responded to within target	90%	Chief Executive's Offices
4.4 Number of online transactions	<51,017	ICT
5.0 Resident Satisfaction		
5.1 Percentage (%) of Residents content with our services	80%	Marketing & Communications
5.2 Percentage (%) of residents agree that Council keeps them informed	80%	Marketing & Communications
5.3 Percentage of Residents agree that Council listens and acts on concerns	80%	Marketing & Communications
5.4 Number of organisations receiving Grant Aid	NA	Community Development
6.0 Staffing		
6.1 Number of Staff (FTE's) on payroll	NA	Human Resources
6.2 Number of Casual Staff employed in the past 12 months	NA	Human Resources

Measure	Target/Standard 2022 - 2023	Responsible Lead Service
6.3 Percentage (%) Attendance	95%	Human Resources
6.4 Percentage (%) Overtime	2.5%	Finance
7.0 Engaged Workforce		
7.1 Percentage of staff satisfied with their current job	80%	Marketing and Communications
7.2 Percentage (%) of workforce who take pride in working for Mid Ulster District Council	80%	Marketing and Communications
7.3 Percentage of workforce who understand Council's priorities and how they contribute to them	80%	Marketing and Communications
8.0 Finances		
8.1 Loans Outstanding	NA	Finance
8.2 Cash Reserves	£10 m	Finance
8.3 Invoices paid within 30 days	90%	Finance