

Mid Ulster District Council

Annual Self-Assessment Report 2020 – 2021

August 2021

Contents

Foreword

Section Number	Section Title and Sub Headings	Page Number
1.0	Introduction	6
	Covid-19 the Greatest Challenge to Public Services in a Generation.	7
2.0	Mid Ulster District Council's Response, Reconfiguration and Recovery During 2020 to 2021	10
	Assisting Our Local Economy	11
	Our Workforce – Resilience and Reconfiguration	12
	Communication and Innovative Practice	15
	Council Facilities	17
	Leisure and Recreation Facilities	17
	Culture, Arts and Tourism Facilities	18
	Supporting Our Communities	19
	Technical Services and Capital Projects	20
	Building Control	21
	Planning	22
	Waste Services	23
	Environmental Services	24
	Rates	26
3.0	General Duty to Improve and Council's Hierarchy of Plans - Performance Management Framework	27
	General Duty to Improve	27
	Definition of Improvement with legislative Guidance	27
	What is improvement?	27
	Performance Improvement Plan for 2020 to 2021 Set Aside by Department for Communities.	29
	Mid Ulster District Council's Corporate Planning and Performance Framework - Hierarchy of Plans	30
	Community Plan	32

	Corporate Plan	35
	Corporate Performance Improvement Plan (PIP)	35
	Service Plans	36
	Statutory Indicators and Standards and Self-Imposed Indicators and Standards	37
	Staff engagement, Appraisals and Personal Development Plans (PDP's)	37
4.0	Council's self-assessment of statutory indicators and standards 2020 to 2021.	38
	Statutory Indicators/Standards - (Set For Us)	38
	Economic Development – ED1 indicator/standard	39
	Planning – P1; Major applications processed from date valid to decision or withdrawn within an average of 30 weeks	42
	Planning P2 – Average processing time for Local planning applications from date valid to decision or withdrawn within an average of 15 weeks	47
	Planning P3 – The percentage (70%) of planning enforcement cases processed within 39 weeks.	50
	Waste W1 – The Percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse)	54
	Waste W2 – The amount (tonnage) of Biodegradable Local Authority Collected Municipal Waste that is landfilled.	57
	Waste – W3: The amount (tonnage) of Local Authority Collected Municipal Waste Arisings	59
5.0	Council Self-assessment of Self-imposed Indicators and Standards During 2020 to 2021.	61
	Corporate: Prompt Payments- 90% of invoices paid within 30 day target	62
	Corporate: Absenteeism – Percentage (%) Lost Time Rate sickness absence - (5% or less p.a.)	65
	Corporate: Freedom of Information - 90% of Freedom of information requests responded to within 20 days.	70
6.0	Overall Assessment for 2020 to 2021.	74
7.0	Have your say	76
	Appendix One – Corporate Health Indicators 2020 to 2021	77

Foreword

The core vision and purpose of the Council is to improve the quality of life of everyone in Mid Ulster. We do that by providing the best possible services for local people, and we continually strive to improve those services, working in partnership with our communities. Public performance reporting is an important part of this process as it explains how well we are delivering on our services, showing how effective we are in terms of achieving high standards.

Last year, councils were allowed to defer the publication of their improvement plans by the Department for Communities, in order to focus on reconfiguring their services in response to the pandemic. At all levels in the organisation, this resulted in redeployment and reprioritisation of resources to respond to the community's needs and this in turn impacted on the delivery of our proposed Improvement Objectives for 2020 to 2021.

The Coronavirus pandemic has brought unprecedented challenges for the Council in supporting our residents, businesses and visitors as well as maintaining a functioning organisation. With devastating human, financial and emotional costs, responding to the pandemic has drawn out the best in our collective spirit within the District and we continue to recover knowing all too well the disproportionate impact the pandemic has had on our communities.

This report highlights many of the measures and activities through which the Council has managed the response to Coronavirus, the transition out of response through to the recovery phase during 2020 to 2021. The changes introduced, as a result of the pandemic have challenged us to think differently and to reflect on how we should work to achieve our vision of being "At the Heart of the Community".

The pandemic has given us all a unique insight into what can be achieved when we work together towards a shared goal. We are grateful for the immense contribution, dedication and hard work of our communities, Council's staff and elected members, for the support they have shown in these tumultuous times. We realise we are stronger together, and at our best when we are working alongside the people of Mid Ulster.

We are determined and resilient, and our recovery effort is bringing together expertise from across the public, private and community sectors to help the District build back – and build back better. The COVID-19 pandemic presents a real opportunity to reset how we think about our economy, our communities, our services and the how the Council can concentrate on the things that really matter to the people of Mid Ulster.

A handwritten signature in dark ink, reading "Paul Mc Lean". The signature is written in a cursive style with a large initial 'P'.

Councillor Paul Mc Lean

Chair Mid Ulster District Council

1.0 Introduction

The purpose of this report is to present a summary of Council performance at the end of year 2020-21, based on statutory performance indicators, as outlined in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015, as well Corporate Health Indicators. The report also reflects on some key areas of Council's response and assessment in how it supported residents and communities during the pandemic, as well as focusing on activities to assist with recovery outcomes.

Usually the annual assessment report would include progress made against Council's annual performance improvement plan (PIP). The PIP plan is normally published each year before the 30th of June, in order to comply with Part 12 of the Local Government (NI) Act 2014 (hereby referred to as The Act). An annual assessment report is also undertaken to comply with the Act and provides a retrospective review of the work Council had undertaken to improve its services. The annual assessment complies with departmental guidance under the Act and is published before the 30th of September each year.

The Department of Communities (DfC) has however set aside Northern Ireland Councils' requirement to develop a PIP plan for 2020 to 2021, in order that they were able to respond to front-line service provision during the Pandemic i.e. DfC would in effect regularise the legislative position to ease Council's Performance Improvement duties.

Our work is scrutinised by the Northern Ireland Audit Office to ensure that we use public money effectively to deliver benefits to our communities (Annual Audit Reports are available to view on our website – refer to Performance section Northern Ireland Audit Office Report). We have ensured that this annual report presents progress and performance for the year in a fair and balanced way. Where our services and activity has been affected by Covid-19, this has been highlighted in the body of the report.

Covid-19 the Greatest Challenge to Public Services in a Generation.

The Covid-19 pandemic has presented the greatest challenge to local public services in a generation. With the first wave of the pandemic hitting in March 2020 the Council focused on the delivery of essential services by enacting its emergency plans, supporting the most vulnerable, including those in the 'shielding' category, responding to and implementing government guidance, as a response to the unprecedented threat to public health.

In response to the extraordinary challenges presented by Covid-19, radical solutions requiring fundamental service redesign were realised by the Council in order to keep, residents, members and staff safe, whilst also preventing transmission of the virus. This relied on the re-allocation of resources and staffing across the system to where they were needed most urgently, while new remote governance arrangements were established to enable rapid and robust decision-making.

Council worked with a range of third sector organisations, as well as government and other public bodies, including Mid Ulster's partnership organisations, while at the same time ensuring that we continued to deliver our normal frontline services to residents as far as possible.

Council was also involved in undertaking new and emerging services. A community hub was established in April to support the most vulnerable people across the district, helping to coordinate the delivery of food parcels, as well as helplines to provide practical assistance including picking up prescriptions, support and advice.

We began with the first lockdown, which meant facility closures and suspensions of some services, but this also saw our essential services continue without interruption and a legion of staff armed with laptops/PC's/tablets and mobile phones, continue to do their jobs remotely. Council also saw more staff redeployed to other services, whilst many colleagues developed new and innovative ways to engage with their customers, and a number of staff were furloughed.

Covid-specific health and safety arrangements were established at pace and scale, in accordance with advice and guidance issued by Northern Ireland Public Health Agency

and the Northern Ireland Executive. The safety and well-being of staff, service users and residents has remained the foremost consideration for the Council, with the necessary Personal Protective Equipment (PPE) provided to ensure that services are delivered safely and effectively.

COVID-19 has forced and demonstrated to services how they can work differently, redesigning processes to allow staff to work from home, boost productivity and generate cashable efficiency savings whilst still delivering a good service to our customers. This brings benefits in terms of productivity, reduced travel time, and includes benefits to the environment.

We prepared for the short-lived recovery, which came in the summer, re-opening facilities, returning to our normal work locations, supporting the community and the local economy. The second lockdown saw further facility and service closures and again Council policy remained to protect frontline service provision by delivering our services as efficiently and effectively as possible.

Behind the scenes, we have also been focusing on what we need to do in the recovery phase, because we recognise that the effects of the pandemic will be long lasting, on individuals, businesses and the economy. They will potentially reshape our community.

The road to the full recovery of our services will be guided by the Executive's 'Pathway Out Of Restrictions' document which was published in early March 2021. There are nine pathways in total, covering all aspects of life from home and work to travel and hospitality, and with 5 phases of recovery in each. Each pathway may move from phase to phase at a different pace and, as everyone will know, there are no set dates at this point – only agreed review points. While this makes it harder to plan when services will resume, we do at least know the sequence in which it will happen.

There's no hiding from the fact there will be more hurdles to clear - not least because we've so much still to learn about COVID-19 and its impacts, however

Council will continue to take decisive action and reshape our services to reduce long term costs whilst embracing new opportunities to do things differently.

The following sections highlight some of Council's activities and measures surrounding its initial responses and recovery to the Pandemic. Section three addresses the legislation/guidance Council must comply with in relation to performance and improvement (i.e. its General Duty to Improve). Section four touches on how Council also chartered its course to continue delivering services, in a most challenging year, through analysis of its performance in relation to statutory indicators and standards, as well as its' Corporate Health Indicators (section five).

2.0 Mid Ulster District Council's Response, Reconfiguration and Recovery During 2020 to 2021.

The Report reflects performance during the financial year 2020 to 2021 and the impact that the Covid-19 pandemic is having on many of the Council's activities and measures of performance. The Council acknowledges that effective performance management arrangements are critical to supporting decision making during these challenging times.

Following the subsiding of the first wave of the pandemic, in the summer of 2020 saw, many of our services re-open, however, a second wave more severe than the first grew to its peak in mid-November, which triggered a second national lockdown that ended in December 2020. By Christmas there was a further significant surge in cases as a new more transmissible strain of COVID-19 was revealed in London and the south-east of England, spreading rapidly to other parts of the UK, which by the end of the year triggered a third lockdown.

The focus is now on recovery whilst still responding to the challenges of COVID-19 before moving to a renewal phase. We also want to retain some of the positive lessons learned during the pandemic in order to build towards achieving previous performance levels, particularly in areas where services were most affected by the impact of COVID.

Over the year, new services have been created to administer grants, create and distribute food packages, undertake wellbeing calls, offer financial support and, of course, enable Covid-19 testing and vaccination delivery through the utilisation of our centres by Health trusts and local G.P practices.

The following sections offers some insight into how Council responded to the Pandemic and offers understanding of how services continue to work towards recovery for our communities, businesses and partner organisations.

Assisting Our Local Economy

The COVID-19 Pandemic is a global public health emergency that continues to have an unprecedented impact on our communities and economy. Council provided dedicated support to businesses by providing advice, direction and support alongside the development of new initiatives, not to grow, but to survive during 2020 to 2021. Much of Council's work has included a range of new interventions, and repurposing of existing programmes.

To help support local businesses the Northern Ireland Executive provided additional funding, managed by local councils. This included the relaxation of Non Domestic Rate payments for retail, hospitality and leisure properties and the provision of grants to businesses. During 2020 to 2021, the Council distributed a total of £1,339, 067.81 of Covid Business Grants to 587 local businesses.

There has been a significant volume of economic development initiatives delivered during the 2020/2021 financial year. A range of new interventions also intertwined with reconfigured existing programmes, to support Mid Ulster businesses and lead to assistance with their recovery, namely:

- The creation of 132 new jobs through the business start programme
- Through the European Social Fund (ESF) programme support 304 participants in total, which meant that 134 people gained employment, the programme also enabled 768 participants to gain new qualifications, and helped/assisted 64 participants' progress to Further/Higher education.
- In total during 2020 to 2021, there were 18 business events, delivered to 797 attendees, including 12 webinars run as part of Mid Ulster Enterprise Week.
- A suite of four business development programmes have supported 287 businesses, created 39 jobs (equating to a value of £767,974), helped 11 businesses win 16 tenders (total value of £3,343,400) and referred 4 businesses to Invest NI for support.
- Twenty two villages have been supported to develop projects with a total of £731,089.
- Public Realm schemes worth £5.9 million were progressed in Maghera and Coalisland.

- In all 57 properties were enhanced with a total investment of £318, 513 under Towns and Villages Spruce up schemes (April 2020 to March 2021). Council grant aid of £195, 159.02 has leveraged a further £123, 354.02 of private sector investment.

Our Workforce – Resilience and Reconfiguration

The current pandemic has had profound implications for the way in which the Council as an organisation works. The Council has learned many things, since lock downs began in March 2020, about the strength and resilience of our staff, the way in which people have responded and continue to respond, (in the future), will be vital to the recovery process.

Health and Safety has played a major role in how we responded to COVID-19 and will continue to have a high profile in order to provide health and safety advice/ guidance for our workforce. During 2020 to 2021, Council worked with our employees who were shielding or who had chronic health conditions to ensure reasonable adjustments in the workplace were made to suit their individual medical circumstances.

Staff briefs, short and factual information notes, became an integral means of communicating accurate, pertinent news in tight timeframes for staff. Ten such briefs were issued in the first 4 weeks of the pandemic alone, before monthly staff newsletters (In Focus) were re-introduced in May 2020, and they continued to characterise how internal communications were undertaken across the rest of the year.

Council like many organisations throughout Northern Ireland, has been impacted financially by the current pandemic, particularly with the closure of Councils leisure and cultural facilities and the associated loss of income, estimated at approximately £620,000 each month. It was clear that in the short term and in the longer term, our finances would be substantially impacted.

An opportunity to offset these financial losses resulting from the pandemic was taken and, following consultation with Trade Unions, the Council moved to apply the

“Furlough” scheme to approximately 350 of our staff (employees affected were mostly in the leisure, culture and tourism sections of the organisation).

The furlough scheme saw the government pay 80% of an employee’s salary up to a limit of £2,500 per month. In implementing the scheme, the Council was being financially prudent, demonstrating a commitment to minimising the impact of the pandemic on our ratepayers and helping to protect employment. Ultimately, the scheme would benefit both the organisation and our residents. All of our affected staff were contacted directly and Council emphasised that this is a temporary measure. Each period of furlough was for 3 weeks and as service needs changed during the furlough period, staff were given one week’s notice of return to work.

The financial impact of Covid-19 remains significant and will require careful management to prioritise key services for the future. There is now an opportunity to redesign our services and this will be done with how we can best serve our communities. An initial re-structuring exercise has already begun in the summer of 2021; across the Council’s departments thus ensuring a customer centric re-shape to service provision.

Arising out of the re-configuration of services during 2020 to 2021, several HR policies and procedures were reviewed to reflect the new normal e.g. flexible working, with meetings previously done face-to-face, were now undertaken via web or tele conference.

Homeworking became the norm in the short to medium term etc. for many office based staff. This in turn influenced travel to and from other Council offices within the District. Council has recognised that by moving to hybrid and agile working practices, this will go some way in reducing Council’s carbon footprint (reduction of CO2 emissions) through grey fleet. Improvement activity regarding Council taking action to reduce its carbon footprint through staff commuting will be included in the Council’s new two year Performance Improvement plan 2021-2022 to 2024-2024 (for more information follow the link to <https://www.midulstercouncil.org/your-council/performance/corporate-improvement-plan-objectives/corporate-improvement-plans>).

Lockdown saw an enhancement of environmental conditions across the UK and the globe, this significantly changed to the way people travel, exercise and work. To ensure these gains are not lost, the Council will take immediate steps to focus work on the climate change agenda, supporting sustainable long-term changes to working arrangements and continue to support our communities to reduce waste.

Staff opportunities for learning and development continued throughout the year, 154 courses (with a total of 1,848 attendees) were held internally including a transition to e-learning programmes and courses, in response to Covid 19 circumstances. Thirty-seven staff having taken up external learning and development opportunities in past year, ranging from third level to occupational qualifications.

Council continued with its flexible approach to working from home practices, in order to take account of those who had continuing caring responsibilities as a result of pre COVID-19 facilities not being open or not operational. Schools returning full time greatly assisted our workforce with childcare responsibilities and return to the office, or utilisation of hybrid working, as restrictions ebbed and flowed over the year, under social distancing and health and safety measure guidance. The challenges associated with social distancing will be a feature of our lives for some time and enabling staff and citizens to access public spaces safely is a key priority.

Well-being initiatives, home/agile working and furlough has resulted in a marked reduction in sickness absence. The outturn position for 2020/21 was 9.72 average days lost per employee across the Council | (Full Time Equivalent). The previous year, 2019 to 2020, saw 11.7 days lost per employee. Within the overall corporate figure, however, there remains room for improvement within specific service areas. Moving forward, the gains made in 2020/21 must be made sustainable post-pandemic. Equally, a continued focus will be required on reducing long-term sickness absence through ongoing case management; managerial focus, particularly in areas of high sickness absence, and the provision of support for staff mental and physical health and well-being.

Digital solutions were made available to allow work to continue flexibly, collaboratively and remotely (where in the main over the year there was a requirement to homework where possible). Many employees embraced this, productivity increased in some areas or not decreased significantly. Financial constraints did not hinder the pace at which Council wished to progress and sound business cases were required to show the benefits that would accrue from digital solutions, including hardware and software solutions. Lessons learnt from the pandemic will redefine the Council's approach to digital service delivery, which will be highlighted in Council's new digital strategy due January 2022.

Communication and Innovative Practice.

In a fast-moving environment, the Council's digital platforms were of paramount importance for reflecting changes and updates to services and engaging with customers both with speed and with accuracy, particularly in the early stages of the pandemic.

The Council's Facebook page in particular proved to be a most effective engagement method. The page now has more than 11,000 followers and, as intended, has out-performed and now replaced the legacy town Facebook pages (Visit Cookstown, Visit Magherafelt and Discover Dungannon) which were unpublished in November 2020. By December of 2020, Facebook posts reached over 700,000 people and engaged almost 67,000 users.

Council has had a strong role in promoting public health messages since the beginning of the pandemic, as well as communicating the impact of the pandemic on the Council's services. From October 2020, there was an increasing shift towards the promotion of a 'culture of compliance' and closer cooperation and sharing of approaches between the local government sector and central government.

One distinct area of work served to illustrate the positive impact, when a bespoke 'culture of compliance' video campaign on social media with the hashtags "#BackToBasics and #BackToBusiness" was created by Council, using Mid Ulster statistics on infection rates and where possible, using authentic Mid Ulster voices.

The 2- week campaign directly reached 83,521 people (representing approximately 57% of the local population) and engaged 12,730 unique users of Facebook. The participation of a local GP, Dr Grainne Shaw, was particularly effective, accounting for almost 30% of the campaign reach. Dr Shaw was viewed as a trusted messenger and qualitative feedback from the practice indicated a positive reaction to the post on social media, which in turn gave practice staff a real boost at an especially difficult time.

Council continued to capture data on the activity of all volunteer efforts in Mid Ulster and expanded this work to include local retailers offering delivery services, as well as community pharmacists. The data allowed us to keep our web site up-to-date as a central hub for information for local people seeking support locally.

Throughout the COVID 19 pandemic period, The Hill of the O'Neill, Dungannon, hosted the regular televised public updates delivered by Northern Ireland Executive and First Minister and Deputy First Minister.

Communications with Elected Members was also critical during the pandemic and the fast dissemination of information, about both council services and wider civic issues, was undertaken via a system of email briefings for councillors.

When appropriate, the same approach continued through to the recovery phase, where staff were front and centre, for example, presenting new arrangements for the re-opening of leisure facilities on video via social media. Again, engagement levels soared and other organisations quickly replicated what was appearing on the Mid Ulster channels.

The delivery of Enterprise Week during a pandemic radically altered both the traditional method of staging the events and the focus of activity. Events moved from face-to-face delivery and interaction in a physical location to a virtual environment. Social media support for the week via Facebook achieved a reach of 98,795 with engagement of 4,802 and video views of over 22,000. Impressions on Twitter reached more than 47,000 with engagement of just over 1,200. The designated www.midulstercouncil.org/enterpriseweek webpage received 1,834 page views and ranked in the top 20 of our webpage views during this time, with

business grants and business recovery webpages taking the top spots during this period.

Innovation was demonstrated by the organisation, particularly from those services, which were closed during lockdowns. Leisure's virtual swimming academy and fitness videos, the online programme of performances and educational/creative activities from Culture and Arts, as well as the webinars, online forums and business resilience from Business and Communities were all among the work promoted in the media and via social media during this stage of the pandemic.

Council Facilities

A planned approach to reopening and reconfiguration of the Council's property portfolio has always been meticulously detailed. This has been achieved through constant communications (staff updates, staff newsletters, intranet and Council social media channels) from our Senior Management, Heads of Service and Communications and Marketing teams, in order to support the organisation to recover, engage with our service teams, customers, to ensure effective future service delivery. From March 2020 to the present our main Civic Offices have supported staff, Councillors and members of the public to access services when guidance and adherence to health and safety measures allowed.

Leisure and Recreation Facilities

Leisure services were one of the most affected services throughout the pandemic with closures in the early and later parts of the year, which required intensive communications support. User numbers of Leisure and recreation facilities dropped dramatically from 2,071,748 in 2019/20 to 1,232,504 in 2020/21. However many of our sports and leisure facilities were re-purposed over the year. Meadowbank sports arena was utilised by local company Bloc Blinds as it began to manufacture vital front line Personal Protective Equipment (i.e. PPE – face shields) for the NHS. Other leisure facilities were utilised for Covid testing (e.g. Dungannon Leisure Centre) and facilitated the vaccination programme.

A phased plan was developed for Leisure services alongside a communications plan. This maintained customer engagement across periods of closure for leisure

facilities. The plan included a work out at home video series recorded by leisure staff, sourcing relevant articles and content, as well as providing reassurance to customers on the organisation's approach to safe re-opening first time round. Covid secure videos were developed by Council to encourage return to facilities.

Council owned parks remained open (Dungannon Park, Polepatrick etc.), while the early stages of the pandemic saw parks that Council has partnership arrangements with i.e. Forestry services close e.g. Davagh, Pomeroy, Knockmany, Moydamlaght, Derrynoid and Iniscarn. As restrictions were lifted though the year the parks and open spaces were opened again.

Culture, Arts and Tourism Facilities

Like so many parts of the hospitality and tourism industry, our own visitor attractions have been impacted by the open-close cycle of the pandemic. The Burnavon, Hill of the O'Neill and Seamus Heaney HomePlace have all moved activity online to keep their customers engaged.

Visitor numbers to Mid Ulster attractions in 2019/20 of 135,939 dropped significantly to 7,208 by 2021 year end. While visitor information centres remained closed for most of the year, our tourism team continued to coordinate an online support forum for the tourism and hospitality sector. Close to 90 members shared their own experiences of coping with the current crisis and receiving practical help and advice from a number of industry bodies, including Tourism Northern Ireland (TNI), as well as legal, health and financial specialists.

Throughout the Covid 19 period, the Culture and Arts venues have continued to engage with existing and new audiences through the delivery of their respective online programmes. This has included "how to" demonstrations and workshops, performances from numerous artists, poetry and book reading events, continuation of weekly online Traditional Music in Schools programme for students, special events for St Patrick's Day, Easter and Christmas. Seamus Heaney HomePlace posted an activity for children online every day to help them stay creative and engaged while they were off school and began a new Book Club on Twitter. Hill of The O'Neill and Ranfurly House launched its Facebook home learning project for

Key Stage 2 pupils and their families, which focused on built heritage in Dungannon.

Visitor numbers recorded at Tullaghoge Fort and Hill of the O'Neill throughout the COVID 19 period increased – the site and walking trails continue to be utilised by local residents, many of whom have engaged in the product offering at these locations for the first time during lockdown. Access to these site locations has greatly benefitted the local community and has significantly contributed to the health and well-being of individuals during these difficult and unprecedented times.

While the initial opening of OM Dark Sky Park and Observatory in April 2020, (a £1.2M visitor attraction at Davagh Forest in the foothills of the Sperrins – the Dark Sky Park is free of light pollution and allows world class opportunities to see the constellation in space observatory), had to be postponed. Significant work ensued to prepare for a new opening date in October 2020; however, restrictions once again meant OM was unable to open. The Environment Minister jointly opened a new £1.2 million observatory and 'dark site' in Cookstown with the Chairman of Mid Ulster District Council in June 2021.

Supporting Our Communities

The pandemic saw unprecedented community action complementing the work of the Council. The Council worked with local volunteers to establish a Community Hub connecting vulnerable and isolated households to a range of community supports (e.g. distribution of food parcels, shopping service; welfare calls; and prescription deliveries) many of which were delivered by volunteers and or staff who had been redeployed.

Following confirmation of how the Department for Communities' (DfC) proposed community fund was structured, the Council introduced a complimentary emergency grant scheme of its own. Grant funding of £30,000 was allocated to local groups along with £25,000 of PPE to support groups help their communities. Council agreed an extensive package of support measures, which aimed to underpin community organisations and the local volunteers who provided support within their local communities.

The 10 established foodbanks in the Mid Ulster region received a funding boost to ensure they are able to meet immediate need. The Food parcels scheme (in partnership with over 30 local community groups) saw over 1,200 people supported each week for a period of 16 weeks from April to July (over 5,050 food packages), where a food parcel of estimate £35 was distributed, using over 100 volunteers.

Fuel stamps of £40 delivered to 4,250 families to help support with fuel pressure over this period. This was undertaken in partnership with 20 post primary schools and 89 of our 97 primary schools. There was also emergency support to local Counselling, where £80,000 of support was made available to 8 local community counselling services, which realised 500 people were able to avail of just over 2,500 counselling sessions. Community grants worth £700,000 were distributed to support over 600 groups under fourteen themes (mainly for sustainability of venues and activity purposes).

Monies from the Council's strategic grants programme were released to ensure dozens of existing community organisations could continue to maintain their existing venues and services during the pandemic. AgeWell, the organisation, which provides an essential 'good morning' call and befriending to 400 people, received direct support to allow expansion of its services. Council also created team who worked to support those people who were designated as clinically vulnerable and had received letters from their GPs. Other re-deployed colleagues staff a food distribution centre at the Mid Ulster Sports Arena in Cookstown, which was established as part of the 'shielded persons' scheme.

Technical Services and Capital Projects

The Technical Services Section remained fundamentally focused on the delivery of Council's Capital Programme and continued to support all Departments in the preparation of scoping of Capital project information for submission to the Capital Programme and thereafter overseeing the project commencement, construction to completion. Work also continued in supporting Council functions and the District's local communities with advice, guidance and activities surrounding Sustainability and Biodiversity.

During 2020 to 2021, new industry claims for delays to schemes (i.e. having to deliver works in a more controlled environment to ensure “safe systems of work”) were implemented across all capital build projects, which in turn lead to significant additional workloads for Council’s Technical services team.

Twenty-six projects were completed during 2020-21; this included indicative costs of a value of £1.58 million (construction costs), and survey ancillary costs of £182K. The team were responsible for management of 23 ICT teams with a total ICT fees value of circa £2.27m. There were also 27 Projects which were at construction phase having total value of £8.85m in year.

The Sustainability and Biodiversity team had to adopt new ways of communicating the delivery of their programmes, as events could not be staged in person due to restrictions. During the months of April to October 2020 the team developed a “Growing from Home Project”. The project saw 200 Mid Ulster home gardeners sign up to receive weekly emails, (including many who were just discovering the joys of gardening for the first time, as well as the more experienced and advanced green-fingered residents). Topics covered took into consideration the time of year, current weather conditions and timing (i.e. to know what to sow and when), sometimes making use of back yards, window sills and pots in the absence of large open spaces. Participants learned how to plant using limited resources including growing plants from groceries, using recyclables as seed trays, pots and crop protections.

Building Control

During the year, Building Control managed to exceed all of its suite of service indicators and standards, despite having to re-configure service provision in order to respond to the pandemic. The service, assessed 624 domestic full plan applications (i.e. 94% of applications either being approval or a snag list). One hundred and twenty nine non-domestic full plan applications were assessed, with 95% of applications either being for approval or snag list being issued within 35 days from the date of validation (exceeding the service target that 90% of all non-domestic applications were responded to by Building Control within 35 days).

Nine hundred and seventy two set of amended plans were submitted with 93% of applications either being for approval or further snag list being issued within 14 days from the date of submission (the standard of 90% of all amended plans submitted being responded to by Building control within 14 days was achieved).

Fifty seven per cent of all applications for Building notices and Regularisation applications were submitted online, which saw the target of 50% of online applications being attained. Property certificate applications submitted online by the year-end sat at 61%, exceeding the 50%.

Planning

Planning activity and processing performance in 2020/21 across all 11 Councils were impacted by Covid restrictions. The volume of planning applications received and processed (i.e. decided or withdrawn), and enforcement cases opened, closed and concluded, were lowest during the first quarter of the year, before increasing in subsequent quarters. However, despite increases in the latter three quarters, the number of applications processed and enforcement activity for the year as a whole were at much lower levels compared with 2019/20 (this comprised 12,709 local, 123 major and one regionally significant application). Despite the challenges presented by the pandemic, over 1200 planning were decided by Mid Ulster with a 99.2 % approval rate of planning applications received, the highest rate of all Councils. The Council received the third highest number of applications in Northern Ireland for the year, with an increase of almost 8% on applications received the previous year.

The average processing time for local applications brought to a decision or withdrawal during 2020/21 was 17.8 weeks across all councils. This exceeds the 15-week target and represents an increase of 3.8 weeks from the previous financial year. Mid Ulster achieved, an average of 16 weeks and only three of the eleven councils met the 15-week target in 2020/21.

The average processing time for major applications brought to a decision or withdrawal during 2020/21 was 61.4 weeks across all councils. This represents an

increase of 8.6 weeks compared with the previous financial year and is more than double the 30-week target, as councils' ability to process major planning applications was impacted by the coronavirus pandemic.

From 1 May 2020, the requirement to hold a public event as part of the pre-application community consultation (all major applications now go through a minimum 12-week consultation process before being accepted) was temporarily removed for five months in response to the coronavirus pandemic. This has subsequently been extended until 30 September 2021². None of the 11 councils met the 30-week target in 2020/21 and Mid Ulster achieved an average processing time of 74.1 weeks in year.

Across all councils, 69.9% of enforcement cases were concluded within 39 weeks during 2020/21. This falls just outside the statutory target of 70% and represents, a considerable decrease from the rate reported 2019/20 (81.4%). Individually, six of the 11 councils met the target in 2020/21, which included Mid Ulster.

Waste Services

The Covid-19 pandemic has impacted (both directly and indirectly) on Waste and Cleansing Services, following the commencement of lockdown in March 2020. As a result of being deemed critical services, the majority of employees have continued to attend work daily.

The Council has a statutory obligation to provide waste management and street cleansing services. The key legislative requirements are set out in the Waste and Contaminated Land (NI) Order 1997, the Litter (NI) Order 1994, the Clean Neighbourhoods and Environment Act (Northern Ireland) 2011, and related Commencement Orders and Regulations.

The primary purpose of the service is to ensure the effective management of municipal solid waste produced within the borough, in order to protect the local environment. Secondly, the Council has a statutory duty under the Litter (NI) Order and the Clean Neighbourhoods and Environment Act, to keep adopted streets and roads clean and free from litter.

During the early period of lockdown, initial direct impacts on waste services included the following:

- The temporary closure of Recycling Centres and public toilets,
- The loss of significant commercial waste income due to businesses being closed and additional revenue costs as a result of having to put social distancing measures in place within the workplace,
- Difficulties with various markets for materials collected for recycling,
- An increase in fly tipping incidents, and an increase in littering and use of litterbins, due to businesses changing to takeaways and pavement café model.

Despite the impacts listed above, Mid Ulster is consistently at the top of the table for its household recycling rate, most recently achieving the highest household recycling rate of all 11 councils here for the 2020 to 2021 period with 58.9%.

The district also had the biggest reduction in waste sent to landfill out of all 11 councils with only 3.4% of waste being landfilled. These are remarkable achievements; they reiterate the extremely positive position of the Council in terms of waste management, and highlight the dedication of our waste teams to maintaining the service during the height of the pandemic. This also demonstrates the terrific work being done by residents in Mid Ulster in terms of their continued and unwavering recycling efforts, even during an incredibly difficult time.

Environmental Health

The purpose of the Environmental Health Department 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 a reactive and proactive manner. The Department also plays a supportive, informative and advisory role in all aspects of Environmental Health including health and well-being. Outlined below are a sample of some of the support, information, advice and enforcement undertaken during 2020 to 2021.

Whilst the planned programme of Food Hygiene (FH) and Food Safety (FS) inspections had been suspended as per FSA advice, priority visits continued. Approval applications continued to be processed - there were three new applications in this period. In addition, officers from the food team carried out 689 inspections at food premises - 238 of which focused on social distancing measures. There were 82 visits for microbiological sampling and 41 for chemical sampling. Seven hundred and four businesses were provided with access to the necessary FH and FS advice and guidance whilst preparing to re-open after a period of closure helping to ensure food safety. 704 businesses proactively contacted with FH & FS advice and guidance relating to COVID-19.

During 2020 to 2021, the service provided advice to 1,033 businesses on matters relating to food, consumer protection, tobacco control and the fuel stamp scheme and responded to 100% of confirmed notifications of alleged food poisoning incident notifications within 1 working day, on 73 occasions. Ninety seven per cent of complaints relating to food received from members of the public, businesses or other agencies (receipt of 93 complaints), were responded to within 3 days, where the standard set is 90%.

To support businesses affected by the Covid-19 situation to plan for a resumption of their work activities and to assist those businesses who continue to operate by providing both with targeted health and safety advice or signposting to relevant resources (or other agencies where appropriate). Requests were to be responded to within 5 days, with a target set at 85%, by members of the Council's Environmental Health Team; they achieved a 98% response to requests within year. In all 1,134 requests for advice were actioned (93% within same day of request) Over the year there was a total of 836 health and safety queries, the remaining 298 was advice given to businesses or individuals in relation licensable activities. Additionally proactive mailshots to various sectors such as retail, funeral directors, garden

centres, sports ground, hotels etc. have been taken on a number of occasions throughout the year as the Covid related advice changed or was amended.

The team also responded to and investigated 100% of all health and safety and licensing complaints for which environmental health is the enforcing authority for issues within 5 days, which was well above the target set at 80%. This included 484 complaints, which were investigated (461 health & safety and 23 licensing complaints) and in effect, 92 % of complaints were actioned within 1 day.

A total of 2,144 health and safety visits were undertaken in the year 2020/2021. This includes achieving programmed inspections in category A and B1 premises, thereby meeting the target to inspect 50%. The total also includes 1,964 Covid related inspections and monitoring visits, together with an additional 180 health and safety inspections completed in relation to other routine inspection work and visits to investigate accidents or complaints. Furthermore, four prohibition notices and one improvement notice have been served and three health and safety prosecutions have been successful.

Rates

During the last quarter of 2020 to 2021, the Council agreed that the rate for the financial year ahead (2021 to 2022) would not increase. Instead, the additional costs and anticipated income losses amounting to some £3.5M resulting from the pandemic would be absorbed through a mix of savings and efficiencies and by applying funds from reserves. A rise of 1.59% was originally proposed, which would have meant an average domestic ratepayer paid 68p more per month. However, the Council ultimately decided that the rate would remain at the same level as last year, with the aim of reducing the rate burden on residents and businesses, many of whom have been hard-hit already by the impacts of the pandemic and who face uncertainty in the year ahead.

This previous sections captures some of our work amidst a period of global crisis, which for Mid Ulster began in March 2020. Our District and our lives changed very suddenly, and the scale of the Council's involvement to sustain lifeline services and keep our communities safe quickly became clear. Since then, we have worked hard

to keep services running and deliver vital help for those citizens and businesses who need it most. The next section outlines Council's Duty to Improve and also gives an overview of Mid Ulster District Councils hierarchy of plans aligned with its performance management framework.

3.0 General Duty to Improve and Council's Hierarchy of Plans - Performance Management Framework.

General Duty to Improve

Legislation contained within Part 12 of The Local Government Act (Northern Ireland) 2014 (hereafter referred to as 'The Act'), requires that all Councils are, under a general duty, to make arrangements to secure continuous improvement in the exercise of their functions.

The Act sets out a number of Council responsibilities under a performance framework. Even though the Department for Communities has set aside Council's requirement to develop and publish a Performance Improvement Plan (PIP) for 2020 to 2021, the Department has taken the view that Council should still be able to demonstrate its general duty. This section highlights how Council has embedded its duty to improve within its performance management framework and governance arrangements.

Definition of Improvement with legislative Guidance

Improvement is defined in statutory guidance as 'more than just quantifiable gains in service output or efficiency, or the internal effectiveness of an organisation. Improvement for councils should mean activity that enhances the sustainable quality of life and environment for ratepayers and communities'. Essentially, improvement is about making things better and our focus is on how we can deliver better services for the benefit of our residents and service users.

What is improvement?

Part 12 of the Local Government Act (NI) 2014, put in place a new framework to support continuous improvement in the delivery of council services, in the context of

strategic objectives and issues that are important to those who receive the services. Councils are required to gather information to assess improvements in their services and to report annually on their performance against indicators, which they have either, set themselves or that have been set by departments.

The Act, is supported with guidance from the Department of Communities and “improvement” in the context of the Act means that Improvement is no longer limited to economy, efficiency and effectiveness but rather embraces the following:

- Making Progress towards a Council’s strategic objectives (as set out in the community plan)
- Improving the quality of services
- Improving the availability of services
- Improving fairness by reducing inequality in accessing or benefitting from services, or improving the social wellbeing of citizens and communities
- Exercising functions in ways which contribute to sustainable development
- Improving the efficiency of services and functions
- Innovation and change, which contributes to any of the above objectives.

The Act specifies that Council must make arrangements for the publication of:

- A. Its assessment of its performance during a financial year:
 - In discharging its duty to make arrangements to secure continuous improvement
 - In meeting its improvement objectives which are applicable to that year
 - By reference to the statutory performance indicators and self-imposed indicators which are applicable to that year.
- B. Its assessment of its performance in exercising its functions during a financial year as compared with:
 - Its performance in previous financial years.
 - So far as is reasonably practicable, the performance during that and previous financial years of other Councils.

Mid Ulster District Council is committed to driving continuous improvement and performance across all service areas within the organisation and that the best arrangements for delivering them are in place.

Performance Improvement Plan for 2020 to 2021 Set Aside by Department for Communities

The most significant set of restrictions in living memory, to our way of life, were set in place in March 2020, when as a response to a global pandemic, measures to tackle the COVID-19 virus were put in place. As outlined previously Mid Ulster Council diverted resources and attention to support the emergency response in order to help and protect the most vulnerable in society and ensuring the continued delivery of our essential services.

In recognition of these exceptional circumstances, the Department for Communities (DfC) proposed that Councils were not required to publish a Performance Improvement Plan (PIP) for the year 2020 to 2021. This was confirmed in a letter sent by Anthony Carleton, DfC, to all Council Chief Executives on 11th June 2020. Council did not develop a Performance Improvement Plan, based on the departmental guidance, however by April Council had already undertaken a public consultation exercise on their four new draft performance improvement objectives.

Further development work on new performance improvement objectives and associated activities and measures (i.e. the PIP plan) were then placed in abeyance while Council re-configured services in response to the Pandemic and the progression of recovery activities,

Each September we publish a retrospective annual assessment plan (this report) of what we achieved the previous year, in normal circumstances utilising Council's PIP plan. As outlined above Council did not publish a PIP plan, and Council recognises that the emergency impacted on the delivery of some of our improvement priorities, however this report outlines some of the work we undertook during this unprecedented year to maintain services, and protect our staff and citizens.

Corporate Planning and Performance Framework

A network of plans (key plans in a clear hierarchy) that work together to create a 'line of sight' to deliver key outcomes for Mid Ulster, informs the Council's Strategic Planning framework (refer to figure 3.1 - Mid Ulster District Council's Strategic Planning Framework).

The plans show the relationship between the long term future of the area, the vision for the Council, mid-term plan of action, plan for Council finances, all the way down to what each Council service plans to achieve in the next year and how each employee understands how they contribute to the organisation achieving its goals and priorities.

Evidence linked to existing and forecasted data informs the Council's policy framework, which in turn informs our planning process. It is important that elements within Council's planning and reporting activities are monitored and reviewed within an annual cycle.

Planning is an essential component of good performance management and the delivery of effective and efficient services. It acts as a tool for making decisions about resource allocation and assists services/teams in staying focused on delivering ambitions, even during time of change. During 2020 to 2021, it became self-evident that Council's emergency planning capabilities came to the fore in being able to sustain front-line service delivery in the face of the first waves of Covid-19 restrictions.

The business planning process translates high-level objectives (e.g. Community and Corporate Plans) into management action linked to performance measures. This process will be undertaken at all levels of the organisation, producing a hierarchy framework of plans that all feed up wards (the "golden Thread") and are aligned to the Council's overarching vision (as outlined in the Corporate plan).

The business plans for 2020 to 2021 were quickly re-focused by Heads of Service to accommodate re-configuration of services dependent on the review and revision of resources

This year as previously highlighted. the Department of Communities set aside all Council's requirement to publish a performance improvement plan for 2020 to 2021, however this does not detract from Council's established Performance Management framework, set against the statutory background of Part 12 of the Local Government (NI) 2014 Act is to:

- Issue an Annual Corporate Improvement Plan (set aside by DfC 2020-2021)
- Issue a Community Plan in conjunction with our partners
- Set objectives and targets, which make a difference to our customers, reflect their needs and expectations as well as values of the Council.
- Stretch and motivate our employees and partners.
- Convert top-level outcomes into specific actions at appropriate levels.
- Assign clear ownership and accountability.
- Measure and review overall council progress at least quarterly and take action to address shortcomings.
- Engage all areas of the Council in performance improvement
- Scrutinise what we do to ensure value for money.

We ensure through our performance management process that the Community plan outcomes and corporate plan priorities and annual improvement objectives (where relevant) are reflected through our service delivery and through our appraisal scheme, this is reflected for individual staff members through their personal development plans (refer to figure 3.2. - Mid Ulster District Council's approach to managing performance).

We rely on having good information on which to base our decisions on how to deliver our services more efficiently and effectively. Successful performance management is organised and structured to allow people to work together to do the right things.

Figure 3.1 - Mid Ulster District Council's Strategic Planning Framework



Community Plan

The 10-year plan for Mid Ulster “Our Community Plan” is the sovereign plan for Mid Ulster and forms part of the new statutory duty, which requires Council to “initiate, maintain, facilitate, and participate in community planning for the district”, (the Community Plan is available on our web site)..Community planning involves integrating all the various streams of public life e.g. education, community safety, health, the voluntary sector, arts, leisure etc. to produce a plan that will set out the future direction of the Mid Ulster District Council area.

The Community Plan reflects what has been outlined at regional level in documents like the Programme for Government Framework, and other regional development strategies such as Growth Deals

The Community Plan describes what the Community Planning Partners’ aim to achieve by working together, over and above what partners could do as individual

organisations and partners include statutory bodies/agencies and the wider community including the voluntary, community and business sectors. The plan sets out the Community Planning partner's strategic priorities for action, and is a shared commitment to tackle these challenges.

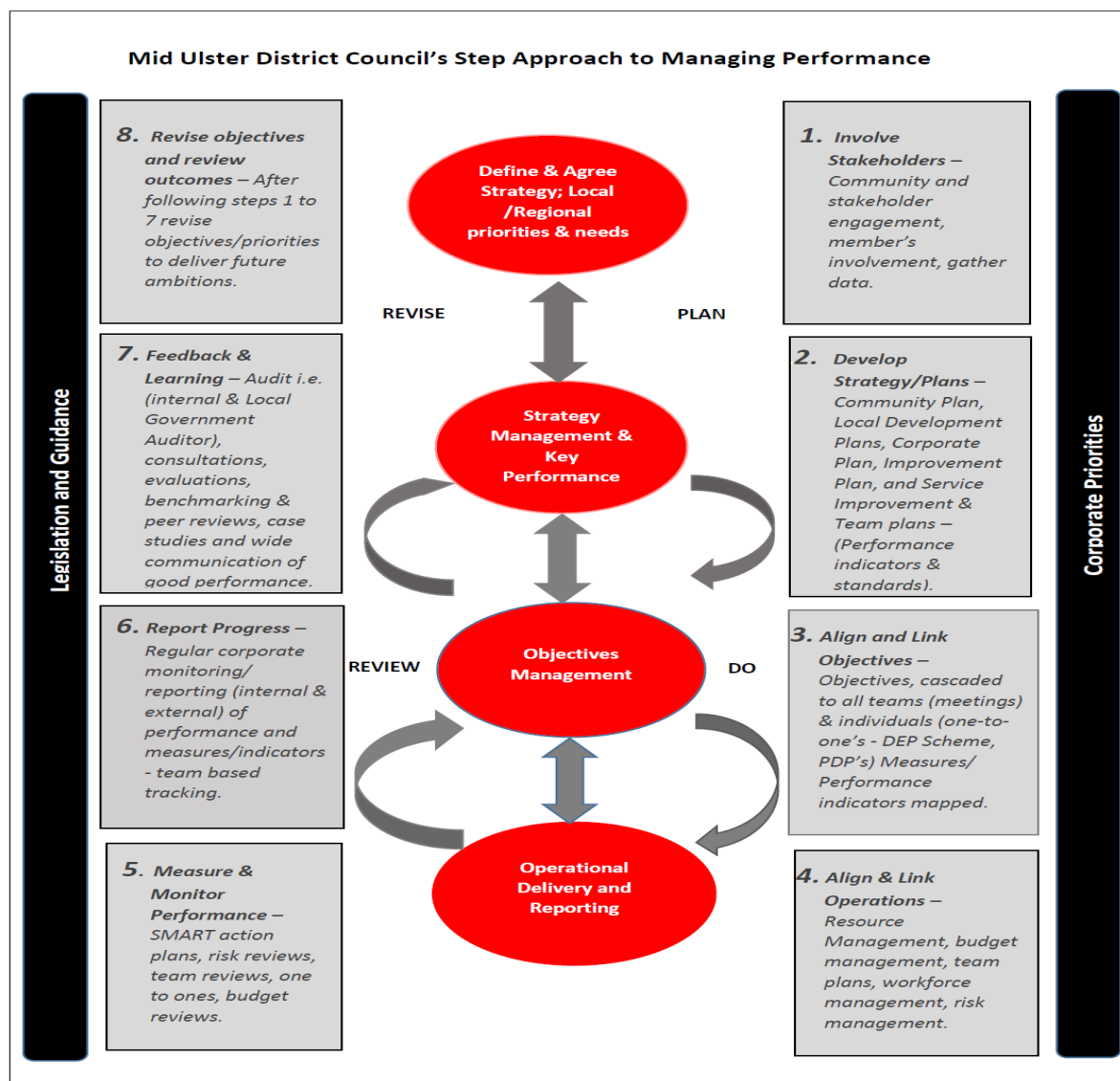


Figure 3.2. - Council's Step Approach to Managing Performance

The plan sets out the vision for Mid Ulster as,

"...a welcoming place, where people are content, healthy and safe, educated and skilled; where our economy is thriving, our environment and heritage is sustained, and where our public services excel".

The Community Plan resonates around five themes (refer to figure 3.3), and running across the five themes are cross cutting guiding principles. All of our strategic actions must incorporate the principles of sustainable environment, equality and the highest standard of public service. The five themes have aligned outcomes associated with each, fifteen outcomes in total:

The Community Plan is the key strategic document for Council and an integral element of the performance management framework and performance improvement, community planning will inform, and be informed, by each other. The Community planning partners and Council must put in place arrangements for monitoring progress and publish a statement every two years, which outlines progress made against the identified outcomes and performance indicators.

Figure 3.3 – Mid Ulster’s Community Plan Themes and Outcomes

Community Plan Theme	Community Plan Outcomes
1. Economic Growth	<ul style="list-style-type: none"> • We prosper in a stronger and more competitive economy • We have more people working in a diverse economy • Our towns and villages are vibrant and competitive
2. Infrastructure	<ul style="list-style-type: none"> • We are better connected through appropriate infrastructure • We increasingly value our environment and enhance it for our children • We enjoy increased access to affordable quality housing
3. Education and Skills	<ul style="list-style-type: none"> • Our people are better qualified and more skilled • We give our children and young people the best chance in life • We are more entrepreneurial, innovative and creative
4. Health and Well-being	<ul style="list-style-type: none"> • We are better enabled to live longer healthier and more active lives • We have the availability to the right service, in the right place at the right time • We care more for those most vulnerable and in need
5. Vibrant & Safe Communities	<ul style="list-style-type: none"> • We are a safer community • We have a greater value and respect for diversity • We have stronger communities with less disadvantage & poverty

The Community plan must also be reviewed before the fourth anniversary on which it was published and every four years thereafter.

Corporate Plan

The Council's corporate plan 2020 to 2024 is the key Council policy document. The current plan sets out how the Council achieves its vision and key priorities as outlined from community consultation.

All Council plans should be consistent with corporate priorities, improvement objectives and values in existence at the time of publication. The Corporate Plan covers improvement priorities and high-level actions, identified to achieve those priorities. The vision and priorities that are set out in the Corporate plan have a direct relationship with directorate business/service delivery plans at all levels, to ensure we are unified in working towards delivering our vision.

Council developed a new corporate plan for 2020 to 2024, encompassing priorities with the key outcomes of the Community plan, thereby ensuring that the Council is able to deliver its commitments we have made alongside our partners, and enable a clear golden thread to be demonstrated within and across our partner organisations. Council undertakes annual monitoring and reporting of the corporate plan's performance. The Council developed a suite of Corporate Indicators in late 2017/18 and are set out in Appendix One, performance status and updates are reported to Senior Management and Council on a regular basis.

Corporate Performance Improvement Plan (PIP)

The purpose of the Corporate Performance Improvement Plan is to enable the council to evidence it has discharged its duty to, "*...make arrangements to secure continuous improvement in the exercise of its functions.*" (Section 84 of the Local Government Act (NI) 2014). Councils are required to identify, consult upon and publish improvement objectives on an annual basis. To ensure Council discharges its improvement duty it prepares an annual improvement plan containing improvement objectives, (Councils can set improvement objectives spanning more than one year). This plan was set aside by DfC for 2020 to 2021.

Whilst we constantly strive to improve all our services, it is important for us to identify a small number of areas where we want to focus our attention in order to achieve improvements more quickly. These are our Improvement Objectives, set out in our Annual Corporate Performance Improvement Plan. Each year the Council identifies, consults upon and publishes a set of improvement objectives, Council ensures that the objectives are:

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

Service Plans

Service plans describe the core services and objectives/activities and how these are sustained and agreed within an agreed annual budget. They also provide the mechanism for further planning within services, such as requirements resulting from, new legislation or statutory guidance, political or management priorities, improvements identified in the corporate performance improvement plan and recommendations resulting from statutory inspection, internal/external audit etc. They can also include elements within the Community plan, Corporate Plan, and Performance Improvement plan.

Council's service plans provide the essential link between the Council's high-level objectives and the individual employee's contribution towards the achievement of these, and is referred to as "golden thread" of performance management. The service plans are monitored and reviewed on a regular basis, to ensure they are achieving their aims, and mitigating actions are developed in response to identified risks. The plans are presented as information to service's respective committees annually. An annual retrospective overview of the previous year's performance (service review) is detailed in the annual service plan.

Statutory Indicators/Standards and Self-Imposed Indicators/Standards

In addition to the improvement, objectives and associated actions used to measure our performance the Northern Ireland Government Departments 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.

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, or if relevant may appear in the annual corporate performance Improvement plan as aligning with one of Council's chosen Improvement objectives. 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 the annual corporate performance improvement plan, statutory performance indicators are managed at a directorate level.

Staff Engagement, Appraisals, and Personal Development Plans (PDP's)

Appraisals are individual plans that translate the service plan objectives (service plans and team plans i.e. how they will be delivered) into working measures and targets for all members of staff within the Council. They ensure employees understand the contribution and accountability towards meeting the Council's vision and objectives. Once performance expectations and targets are agreed, managers will regularly review progress with staff one-to-one meetings throughout the year. Council has developed and adopted an appraisal scheme, called "Developing, Engaging and Performing" - (DEP's).

Relevant parts of the Community Plan, the Corporate Plan, Corporate Performance Improvement Plan and Service Plans forms the basis of personal objectives set for

each SMT members, Heads of Service, Managers and individual team members, and achievement against are discussed at the regular meetings.

Within Council, a personal development plan (PDP) sets out the actions staff propose to take to deliver on objectives, and how to learn/develop themselves.

4.0 Council's self-assessment of statutory indicators and standards 2020 to 2021.

Statutory Indicators/Standards - (Set For Us)

Under the Local Government (Performance Indicators and Standards Order (Northern Ireland) 2015, statutory performance indicators and standards have been set as part of the performance improvement arrangements for district councils (i.e. set for us). Performance measures have been specified for the functions of: economic development, planning and waste management.

The aim of the performance measures is to promote the improvement of service delivery. The information is currently collated by the Department for the Economy, Department for Infrastructure and DAERA (Department for Agriculture, Environment and Rural Affairs) respectively and published on their websites. Once released to Council, this information is published for citizens and other stakeholders to assess Council's performance in these areas.

Mid Ulster District Council's 2020 to 2021 performance against these indicators (progress and direction of travel) are outlined in the following section, also included is performance benchmarking data relating to how the other 10 Councils; where available.

COVID-19 has had a large impact on our services over the last 12 months and some of the ways in which services have adapted throughout the year is included to provide a holistic picture of how the Council has performed this year.

The impact of COVID-19 on many services means that performance this year is not comparable to previous years, however analysis comparing performance over time

from 2016 to 2021 has been added where possible. For those services where COVID-19 has had an impact, narrative has been added to describe the impact and our response.

The statutory indicators and standards performance progress is analysed using a R. A.G (red, amber, and green) status-reporting framework.

Status evaluated by colour as	Explanation of colour status
GREEN	Met or exceeded target
AMBER	Missed target narrowly
RED	Missed Target Significantly

Direction of Travel - the direction of travel demonstrates if performance has improved, declined, or been maintained relative to the previous quarter:

- Performance improved
- Performance remained the same
- Performance declined

Economic Development

ED1 – Numbers of jobs promoted through business start-up activity

Purpose of Performance Indicator ED1: The number of jobs promoted through business start-up activity (Business start-up means the delivery of completed client led business plans under the Department of the Economy Regional Start Initiative or its successor Programmes) – standard 210 jobs promoted.

Table 4.2 below highlights performance over time for the number of jobs promoted through business start-up in Mid Ulster from April 2016 to March 2021.

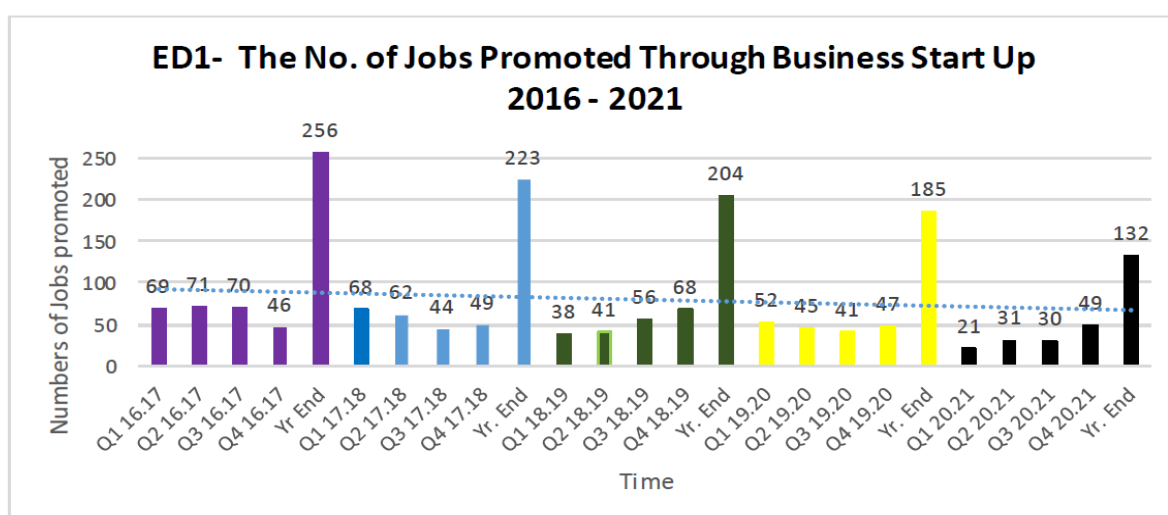


Table 4.3 below highlights quarterly performance outturns for Jobs promoted indicator - 2020 to 2021. The cumulative total for jobs promoted during 2020 to 2021 was 132; the standard to be met was 210 jobs promoted per annum.

Table 4.3 Quarterly performance outturns for jobs promoted 2020 to 2021

Quarter	Actual	Standard to be met	Trend on previous quarter	Status	Cumulative End of Year
January 2021 – March 2021	49	210 jobs p.a	Performance improved	Red	132
October 2020– December 2020	30	210 jobs p.a	Performance declined	Red	
July 2020 – September 2020	31	210 jobs p.a	Performance improved	Red	
April 2020 – June 2020	22	210 jobs p.a	Performance declined	Red	

Analysis : More is better

Quarter One (Q1 2021 to 2022) Business Plans figure is much higher than Q1 in 2020 to 2021 (65 versus 35) resulting in higher jobs (39 versus 22), this was due to the impact of Covid last year, however it has not returned to pre-Covid level of

2019/20 (84 Plans and 52 jobs). Figures are higher than previous Q4 due to Council having offered a small start-up grant of £250 to clients in March 2021. The Department for the Economy (DfE) and Invest NI require Councils to use a lower conversion rate (Plans - Jobs) of 0.6 (not RSI rate 0.75762). This performance level is higher than Q1 in 2020/21 and was on schedule to meet the European Union (EU) Programme target, but not the Statutory Target.

Action Plan:

Standard not achieved. DfE and DfC are going out to consultation with Councils and key stakeholders on the statutory targets and performance indicators, in response to Councils' requests following the Capaxo Review (June 2020). The Contract Management Team (located within Lisburn and Castlereagh City Council - L&CCC) have been liaising regularly with the Contractor (ENI); following approval from funders, ENI are offering both 'virtual' and physical delivery which is working well for clients and enquiry levels are good.

Northern Ireland Councils' ED1 Performance Data during 2020 to 2021

Across the eleven Northern Ireland Councils 1,429 jobs were created during 2020 to 2021, this is down from the previous year's figure of 1,726 jobs promoted. Mid Ulster is 1 of 4 Council areas where there is a 'gap' between the NIBSUP 'Programme Target' and 'Statutory target', the other three Councils are Belfast, Omagh & Fermanagh and Derry and Strabane. Refer to table 4.4 – Northern Ireland Councils Year to Date Jobs Created 2020 to 2021.

Table 4.4 – Northern Ireland Councils Year to Date Jobs Created 2020 to 2021

	Year to Date Performance				
	BPA Year to Date	Jobs Created Year to Date	Statutory Jobs Target	Balance of Jobs to be created	% Jobs Created Vs Statutory Target
Antrim & Newtownabbey	137	84	80		105%
Ards & North Down	165	101	85		119%
Armagh Banbridge & Craigavon	309	190	165		115%
Belfast	342	210	325	115	65%
Causeway Coast & Glens	216	133	125		106%
Derry & Strabane	184	113	140	27	81%
Fermanagh & Omagh	165	101	170	69	60%
Lisburn & Castlereagh	173	106	85		125%
Mid & East Antrim	153	94	85		111%
Mid Ulster	214	132	210	78	63%
Newry Mourne & Down	267	164	155		106%
Total 2020 -21 (Financial Y	2,325	1,429	1,625	289	88%

Planning

P1 – Major applications processed from date valid to decision or withdrawn within an average of 30 weeks

Purpose of Performance Indicator: Planning Department deals with MAJOR Planning applications faster - [An application in the category of major development within the meaning of Planning (Development Management Regulations (NI) 2015(a)]. Major developments have important economic, social and environmental implications.

The majority of major applications are multiple housing, commercial, government and civic types of development. From 1 July 2015, pre-application community consultation became a pre-requisite to a major application. This means that major applications will not be accepted until they have gone through this minimum 12-week process and notice has been submitted to the council or Department. From 1st May 2020, the requirement to hold a public event as part of the pre-application community consultation was temporarily removed for five months in response to the coronavirus pandemic. This has subsequently been extended until 30 September 2021. Table 4.6 below highlights performance over time for Major applications processed from date

valid to decision or withdrawn within an average of 30 weeks number from April 1st, 2016 to the 31st of March 2021.

Table 4.7 highlights Council's quarterly performance outturns for Major applications processed from date valid to decision or withdrawn indicator 2020 to 2021. The cumulative processing time from date valid to decision or withdrawn for major planning applications is 74.1 weeks; the standard to be met was 30 weeks.

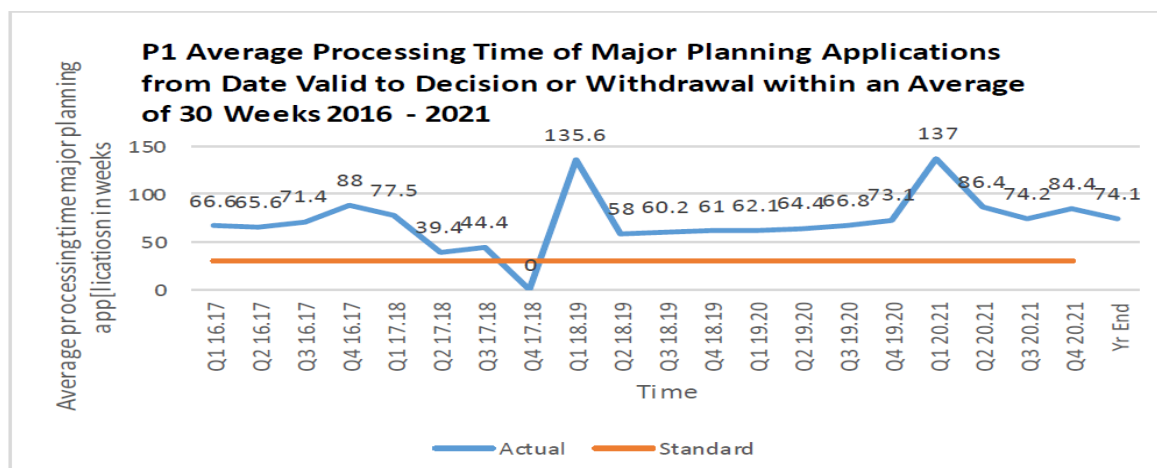


Table 4.7 – Council's Major applications processed from date valid to decision or withdrawn within an average of 30 weeks - quarterly performance outturn for 2020 to 2021.

Quarter	Actual (weeks)	Standard to be met	Trend on previous quarter	Status	Cumulative Year end
January 2021 – March 2021	84.4	30 weeks	Performance declined	Red	74.1 weeks
October 2020– December 2020	74.2	30 weeks	Performance improved	Red	
July 2020 – September 2020	86.4	30 weeks	Performance improved	Red	
April 2020 – June 2020	137	30 weeks.	Performance declined	Red	

Analysis : Less is better

It goes without saying that planning activity and processing performance in 2020/21 were impacted by the restrictions put in place due to the coronavirus pandemic.

This should be borne in mind and caution should be taken when interpreting these figures and when making comparisons with other time periods. Overall processing performance for 2020/21 was impacted. The average processing time in weeks for Major applications in 2019/20 was 73.2 weeks, therefore performance is slightly down from last year (2019 to 2020) by 0.9 weeks. Mid Ulster received 10 major planning applications during 2020 to 2021 (down by one from the previous year) and approved six during the year.

Action Plan:

Standard not achieved, Major applications team to continue to operate under Planning Managers oversight and with monthly group meeting remaining in place. That focus must continue on dealing efficiently with these more complex and historically more time-consuming applications.

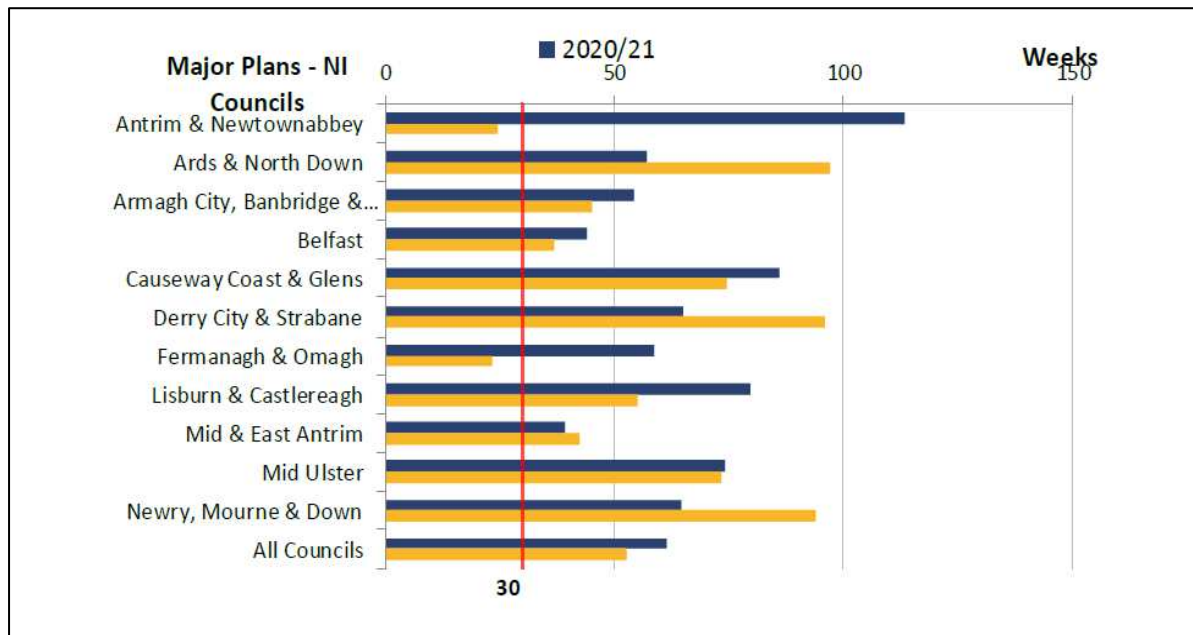
Northern Ireland Councils' Performance Data during 2020 to 2021

During 2020/21, 12,833 planning applications were received in Northern Ireland (NI); a 5% increase from the previous financial year. This comprised 12,709 local, 123 major and 1 regionally significant application. A total of 10,483 planning applications were decided during 2020/21, a decrease of over one-tenth from the previous financial year. Decisions were issued on 10,357 local, 123 major and 3 regionally significant applications during 2020/21. The overall Northern Ireland approval rate for all planning applications was 95.7% in 2020/21; an increase from the rate reported for 2019/20 (94.0%) and the highest approval rate reported for any year since the series began in 2002/03. Approval rates varied across councils during 2020/21, from 99.2% in Mid Ulster to 91.2% in Newry, Mourne and Down

The average processing time for major applications brought to a decision or withdrawal during 2020/21 was 61.4 weeks across all councils. This represents an increase of 8.6 weeks compared with the previous financial year and is more than

double the 30-week target. None of the 11 councils met the 30-week target in 2020/21 refer table 4.8.

Table 4.8. – Northern Ireland Councils Major applications processed from date valid to decision or withdrawn within an average of 30 weeks indicator 2020-21



Planning P2 – Average processing time for Local planning applications from date valid to decision or withdrawn within an average of 15 weeks.

Purpose of Performance Indicator: Local applications means an application in the category of local development within the meaning of the (Development Management) Regulations (NI) 2015, and any other applications for approval or consent under the Planning Act (NI) 2011 (or any orders or regulations made under the Act).

Local Development planning applications are mostly residential and minor commercial applications received and determined by a Council. The time taken to process a decision/withdrawal is calculated from the date on which an application is deemed valid to the date on which the decision is issued or the application is withdrawn.

The number of local planning applications received in Northern Ireland during 2020/21 was 12,709; an increase of 5.4% from the 12,058 received during 2019/20. Across Northern Ireland's 11 Councils, during Q1 2020/21, (the first full quarter impacted by the restrictions put in place due to the coronavirus pandemic), the number of local applications received was 2,284. This was the lowest number received in any quarter since the transfer of planning powers. During the following three quarters there were consecutive increases in the number of local applications received, with the 3,637 received in Q4 2020/21 the highest quarterly total since transfer.

Table 4.9 – MUDC Performance over time average processing time for Local planning applications from date valid to decision or withdrawn within an average of 15 weeks 2016 to 2020

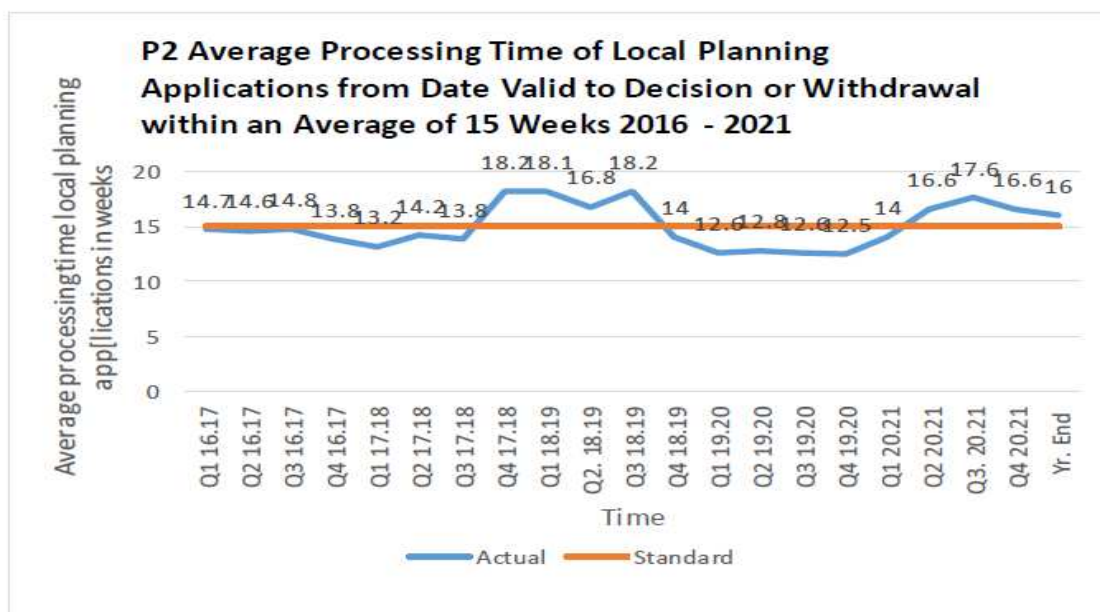


Table 4.10 below highlights Council's quarterly performance outturns for average processing time for Local planning applications from date valid to decision or withdrawn within an average of 15 weeks 2020 to 2021. The cumulative processing time from date valid to decision or withdrawn for local planning applications is 16 weeks; just missing out on the standard to be met of 15 weeks.

Table 4.10 – Council's quarterly performance outturn for average processing time for Local planning applications from date valid to decision or withdrawn within an average of 15 weeks 2020 to 2021.

Quarter	Actual (weeks)	Standard to be met	Trend on previous quarter	Status	Cumulative Year end
January 2021 – March 2021	16.6 weeks	15 weeks	Performance declined	Red	16 weeks
October 2020– December 2020	17.6 weeks	15 weeks	Performance declined	Red	
July 2020 – September 2020	16.6 weeks	15 weeks	Performance declined	Red	
April 2020 – June 2020	14 weeks	15 weeks	Performance declined	Green	

Analysis: Less is better

Despite working in a pandemic and with less efficient homeworking arrangements, local applications processing times have remained just outside target by one week (16 weeks). It is also worth noting that during 2020 to 2021 Mid Ulster Council received the third highest number of local applications 1,524 (up from 1,413 in 2019 to 2020), after Newry and Mourne Council 1,645 and Belfast 1,554. Antrim and Newtownabbey had the lowest number of applications 722 during 2020 to 2021, less than half of those received by Mid Ulster Council.

Action Plan:

Standard not achieved. Moving forward it is proposed to monitor performance via Team leads and the Head of Service.

Northern Ireland Councils' Performance Data during 2020 to 2021

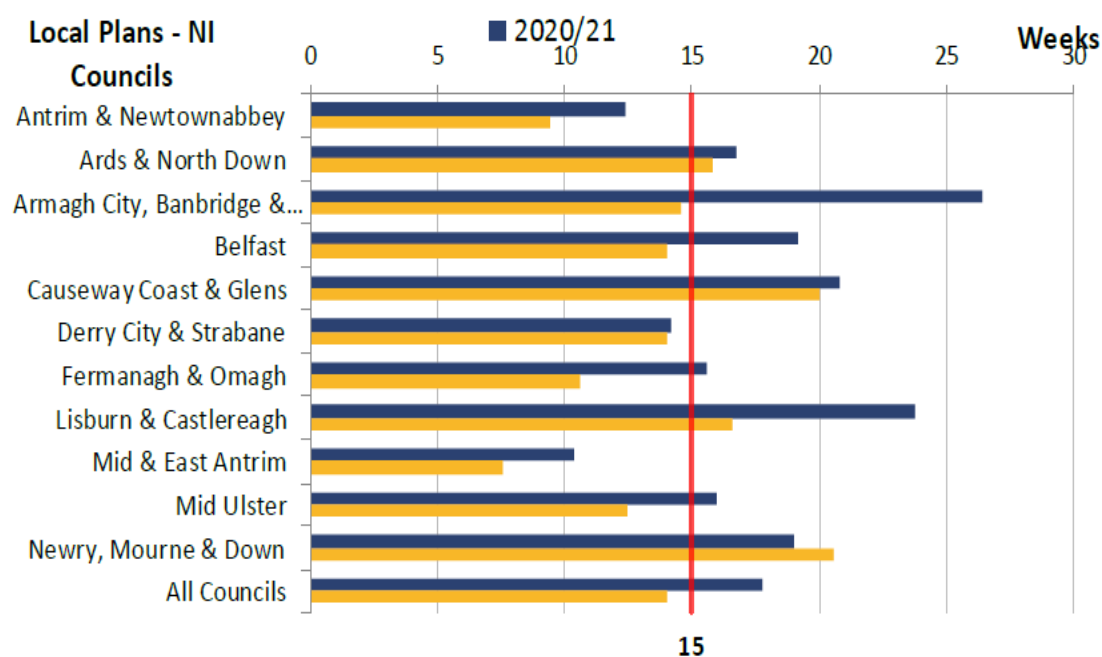
Across all 11 councils, the number of local applications received during 2020/21 ranged from 1,645 in Newry, Mourne and Down to 722 in Antrim and Newtownabbey. Reflecting the overall increase in the number of local applications received in 2020 to 2021 compared with 2019 to 2020 (5.4%), nine of the 11 councils reported an increase over the year. The largest increase, in percentage terms, was in Derry City and Strabane (14.9%).

Over the same period the volume of local planning applications received decreased in Antrim and Newtownabbey (-6.1%), and Lisburn and Castlereagh (-5.7%). The number of local applications, decided across all eleven Councils in 2020 to 2021 was 10,357; a decrease of 10.8% from 2019 to 2020 (11,616) and the lowest number recorded for any year since the transfer of planning powers.

The average processing time for local applications brought to a decision or withdrawal during 2020/21 was 17.8 weeks across all councils, exceeding the statutory target of 15 weeks. This represents an increase of 3.8 weeks compared with 2019/20 (14.0 weeks), as councils' ability to process applications was impacted by the coronavirus pandemic. Three of the 11 councils met the 15-week target in 2020/21: Mid and East Antrim (10.4 weeks; 829 applications); Antrim and

Newtownabbey (12.4 weeks; 722 applications); and Derry City and Strabane (14.2 weeks; 948 applications).

Table 4.11. – Northern Ireland Councils average processing time for Local planning applications from date valid to decision or withdrawn within an average of 15 weeks indicator 2020 to 2021.



Planning P3 – The percentage (70%) of planning enforcement cases processed within 39 weeks.

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

An enforcement case is opened when there has been an alleged breach of planning control. An enforcement case is concluded when one of the following occurs: a notice is issued; legal proceedings commence; a planning application is received; or the case is closed. The time taken to conclude an enforcement case is calculated from the date on which the complaint is received to the earliest date of the following: a notice is issued; legal proceedings commence; a planning application is received; or the case is closed.

Table 4.12 – MUDC Performance over time the percentage (70%) of planning enforcement cases processed within 39 weeks 2016 to 2020

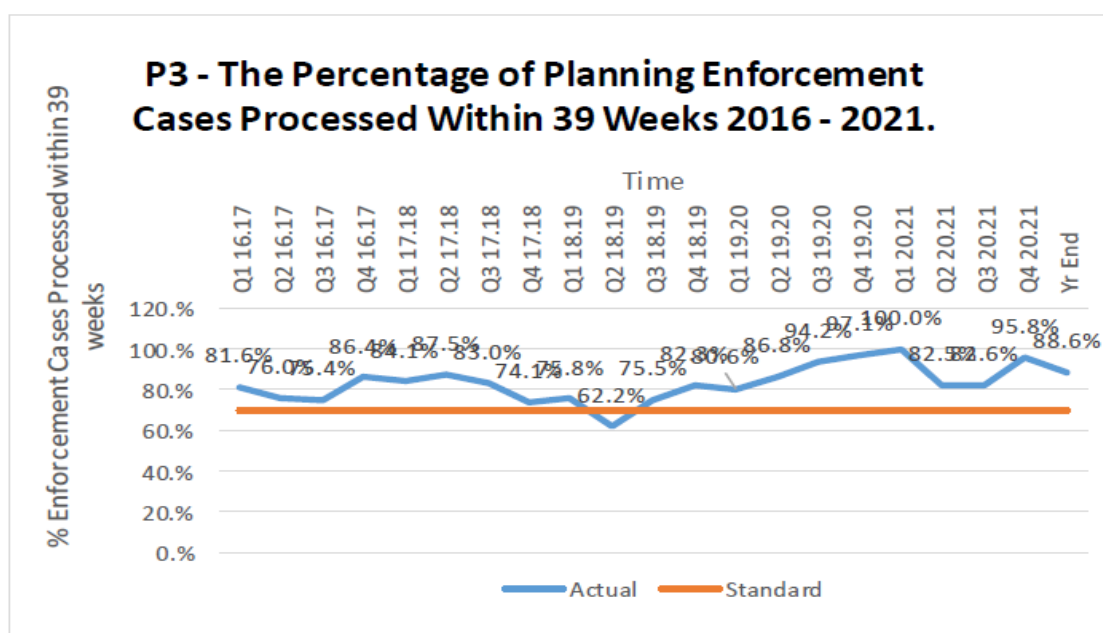


Table 4.13 below highlights Council's quarterly performance outturns for average processing time for the percentage (70%) of planning enforcement cases processed within 39 weeks 2020 to 2021. The cumulative processing time of planning enforcement cases processed within 39 weeks was 88.6 %, 18.6% above the 70% standard, the standard was met.

Table 4.13 – Council's quarterly performance outturn for the percentage (70%) of planning enforcement cases processed within 39 weeks 2020 to 2021.

Quarter	Actual (%)	Standard to be met	Trend on previous quarter	Status	Cumulative Year end
January 2021 – March 2021	95.8%	70%	Performance Improved	Green	88.6%
October 2020– December 2020	82.6%	70%	Performance improved	Green	
July 2020 – September 2020	82.5%	70%	Performance declined	Green	
April 2020 – June 2020	100%	70%	Performance improved	Green	

Analysis: More is better

Last year the Council attained 90.1% of planning enforcement cases processed within 39 weeks. Processing times for enforcement cases improved in Q4 despite high number of new cases opened. This means that enforcement performance remains steady and well within 70% target during an extremely tumultuous year in relation to the pandemic.

Action Plan:

Standard achieved. Maintain management.

Northern Ireland Councils' Performance Data during 2020 to 2021

The number of enforcement cases opened in Northern Ireland during 2020/21 was 3,229; down almost one-quarter (-24.2%) from the number opened in 2019/20 (4,262), and the lowest annual total reported since 2015/16.

During Q1 2020/21, the first full quarter impacted by the restrictions put in place due to the coronavirus pandemic, 628 enforcement cases were opened; the lowest number opened in any quarter since Q4 2014/15. The number opened was higher in the following three quarters (848 in Q2, 882 in Q3 and 871 in Q4). Across councils, the number of enforcement cases opened in 2020/21 ranged from 445 in Belfast to 177 in Mid and East Antrim. Eight councils reported decreases in the number of cases opened in 2020/21 compared with the previous year. This decrease was greatest in Belfast, where the number of cases opened fell by more than one-half (-54.8%)

over the year (from 984 to 445). The number of cases opened increased in three councils over this period, with the largest increase, in percentage terms, recorded in Mid Ulster (up 11.2%, from 196 to 218). The number of enforcement cases closed during 2020/21 was 3,014, down by over one-quarter (-28.8%) from the same period a year earlier (4,236).

Mid Ulster Council had the second highest (88.6%) processing time of planning enforcement cases after Antrim and Newtownabbey, whose processing time was 90.8%, Newry and Mourne Council attained the slowest processing time for enforcement cases of 40.9% during 2020 to 2021.

Across councils, the number of cases concluded during 2020/21 ranged from 619 in Belfast to 150 in Ards and North Down. Nine councils recorded decreases in the number of enforcement cases concluded in 2020/21 compared with the previous year, with the greatest decrease occurring in Ards and North Down, where the number concluded fell by more than two-thirds (down 67.0%, from 455 to 150).

Increases in the number of cases concluded over the year were recorded in Derry City and Strabane (up 26.3%, from 160 to 202), and Mid Ulster (up 8.2%, from 171 to 185).

Table 4.14. – Northern Ireland Councils the percentage (70%) of planning enforcement cases processed (conclusion times) within 39 weeks 2020 to 2021.

Table 6.2.5 - Enforcement cases conclusion times^{3,4} by planning authority, 2020/21

	Antrim & Newtownabbey	Ards & North Down	Armagh City, Banbridge & Craigavon	Belfast	Causeway Coast & Glens	Derry City & Strabane	Fermanagh & Omagh	Lisburn & Castlereagh	Mid & East Antrim	Mid Ulster	Newry, Mourne & Down	Strategic Planning Division	Northern Ireland
<u>% of cases concluded within 39 wks</u>													
Apr-Jun 2020	88.4%	48.5%	92.7%	78.0%	70.0%	13.3%	55.0%	82.0%	83.3%	100.0%	24.8%	z	58.6%
Jul-Sep 2020	82.4%	77.5%	82.2%	72.4%	71.2%	48.7%	80.4%	83.5%	78.2%	82.5%	60.9%	z	73.5%
Oct-Dec 2020	83.3%	75.0%	78.5%	68.4%	75.0%	72.2%	82.9%	80.8%	81.5%	82.6%	42.0%	z	68.5%
Jan-Mar 2021	92.5%	54.4%	70.7%	59.8%	52.2%	93.8%	48.2%	88.2%	94.1%	95.8%	45.7%	z	71.5%
2020/21	90.8%	62.0%	77.7%	66.2%	66.5%	73.3%	56.6%	83.6%	82.6%	88.6%	40.9%	z	69.9%
2019/20	98.7%	81.1%	85.8%	93.2%	87.6%	78.1%	81.1%	84.5%	88.8%	90.1%	38.2%	z	81.4%
Change over year: 2019/20 - 2020/21 (pp)	-7.8	-19.1	-8.2	-27.0	-21.1	-4.9	-24.5	-0.9	-6.2	-1.4	4.7	z	-11.5

Source: NI Planning Portal

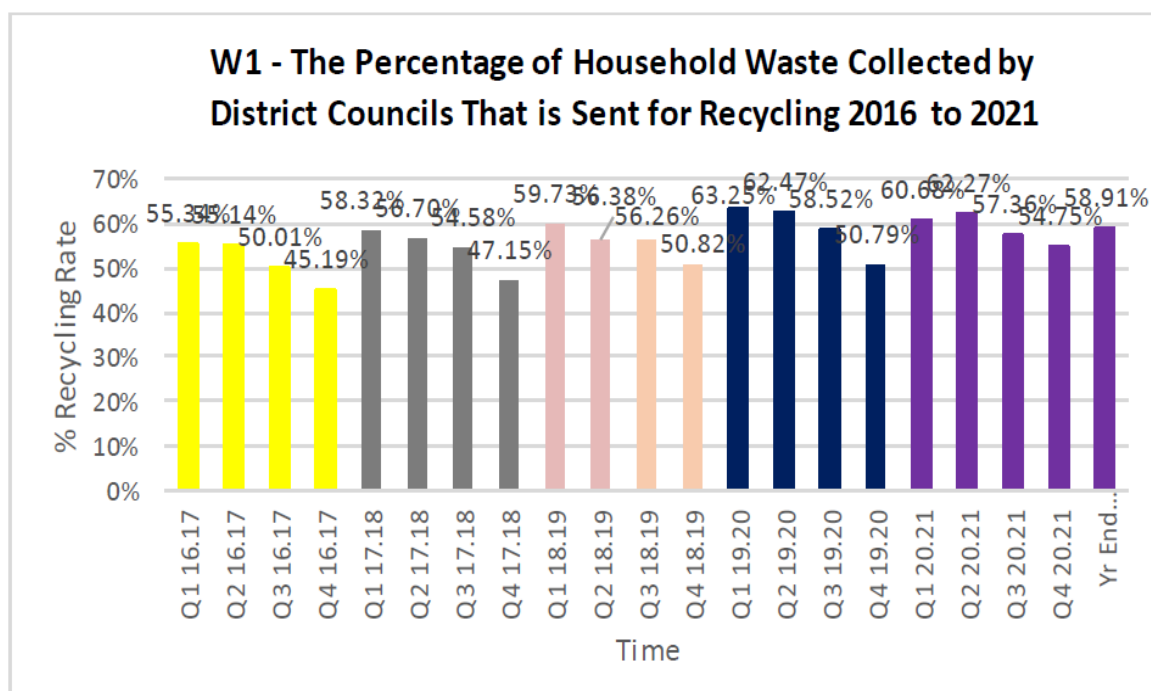
Waste

Waste W1 – The Percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse)

Purpose of Performance Indicator: The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse). It is to meet Statutory Targets – Households Waste is as defined in Article 2 of the Waste and Contaminated Land (NI) Order 1997 (a) and the Controlled Waste and Duty of Care Regulations (NI) 2013 (b). Failure to meet statutory waste targets could result in infraction proceedings and fines.

The Council has a statutory duty to make quarterly returns to the NI Environment Agency in respect of waste arisings managed by the Council. The results for all eleven Northern Ireland Councils are published quarterly by statistics and analytical services branch – DAERA. An Annual report is also provided.

Table 4.15 – MUDC Performance over time for the percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse) 2016 to 2020



****Note in Table 4.15.** This table contains twelve-month rolling figures, as provided in the Northern Ireland Local Authority Collected Municipal Waste Management Statistics January to March 2021 – as provisional estimates. They were calculated by combining data from the quarter published in this report with data from the three preceding quarters. It should be noted that some data used in this calculation are provisional data. An annual report, with fully validated figures for 2020 to 2021 is scheduled to be published in November 2021

Table 4.16 – Council’s quarterly performance outturn for the percentage (and tonnage) of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse) 2020 to 2021.

**Quarter	Actual (% or tonnes)	Standard to be met	Trend on previous quarter	Status	Cumulative Year end
January 2021 – March 2021	54.75% or 10,040 tonnes recycled. Cumulative position of 58.91% or 45,159 tonnes	NILAS Scheme 50% by 2020	Performance declined	Green	58.91% or 45,159 tonnes
October 2020– December 2020	57.36% or 10,646 tonnes recycled. Cumulative position of 60.21% or 35,119 tonnes	NILAS Scheme 50% by 2020	Performance declined	Green	
July 2020 – September 2020	62.27% or 13,473 tonnes recycled. Cumulative position of 61.55% or 24,473 tonnes	NILAS Scheme 50% by 2020	Performance improved	Green	
April 2020 – June 2020	60.68% or 11,000 tonnes recycled	NILAS Scheme 50% by 2020	Performance improved	Green	

Analysis: More is better

During the last quarter of 2020 to 2021, there was a decrease of 606 tonnes compared to the previous quarter (three), which can be attributed to seasonality. We can compare quarter four figures, during 2020 to 2021 (54.75% or 10,040 tonnes recycled - cumulative position of 58.91% or 45,159 tonnes) with the same time period last year 2019 to 2020 (50.79% or 7,889 tonnes recycled - cumulative position of 59.17% or 41,407 tonnes,). During this same reporting period there has been an Increase of 2,151 tonnes, this is due to the impact of pandemic.

Action Plan:

Standard achieved. Maintain management.

Northern Ireland Councils' Performance Data during 2020 to 2021

This is the latest in a number of impressive successes for the district in terms of its waste management performance. Mid Ulster is consistently at the top of the table for its household recycling rate, most recently achieving the highest household recycling rate of all 11 councils here for the 2020 to 2021 period with 58.9%. The district also had the biggest reduction in waste sent to landfill out of all 11 councils with only 3.4% of waste being landfilled.

These are remarkable achievements; they reiterate the extremely positive position of the Council in terms of waste management, and highlight the dedication of our waste teams to maintaining the service during the height of the pandemic. This also demonstrates the terrific work being done by residents in Mid Ulster in terms of their continued and unwavering recycling efforts, even during an incredibly difficult time.

Table 4. 17. – Northern Ireland Councils twelve-month rolling figures for local authority collected (LAC) municipal waste key performance indicators and Waste from Household recycling rate by council and waste management group 2020 to 2021.

Authority	Household waste preparing for reuse, dry recycling and composting as a % of household waste arisings	Household waste landfilled as a % of household waste arisings
Antrim & Newtownabbey	54.5	29.0
Ards & North Down	51.0	42.9
Armagh City, Banbridge & Craigavon	54.3	6.7
Belfast	43.1	26.7
Causeway Coast & Glens	53.9	13.3
Derry City & Strabane	46.1	9.1
Fermanagh & Omagh	47.1	38.3
Lisburn & Castlereagh	50.4	41.4
Mid & East Antrim	50.8	36.4
Mid Ulster	58.9	3.4
Newry, Mourne & Down	52.6	5.3
arc21	49.5	29.8
NWRWMG	50.0	11.2
Northern Ireland	50.7	22.6

Waste W2 – The amount (tonnage) of Biodegradable Local Authority Collected Municipal Waste that is landfilled.

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

Table 4.18 – MUDC Performance of the amount (tonnage) of Biodegradable Local Authority Collected Municipal Waste that is landfilled over time 2016 to 2020

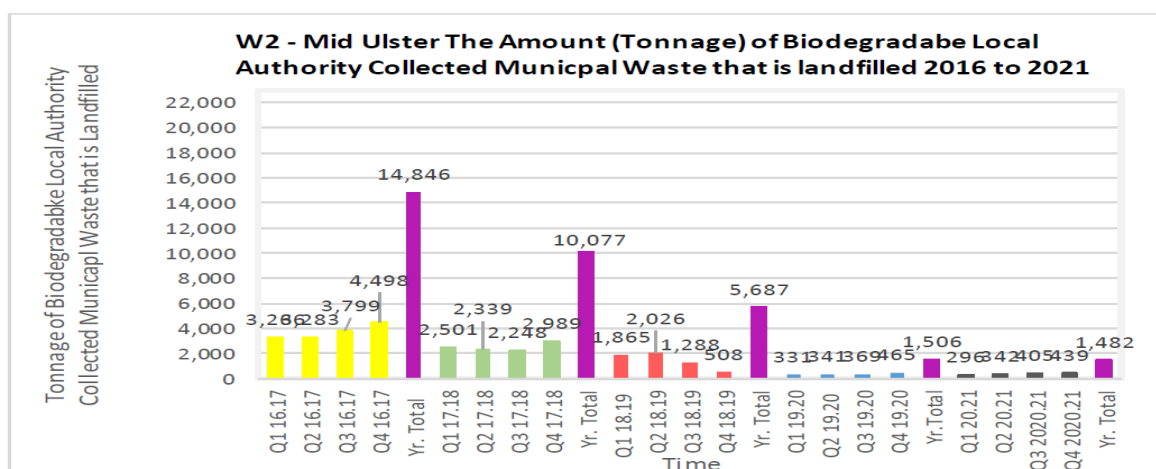


Table 4.19. - Outlines Mid Ulster District's Council quarterly performance data during 2020 to 2021. Last year's allowance was set at 16, 932 tonnes for 2019 to 2020 , however no allowance has been set this year and Council awaits further guidance by the Department

Table 4.19 – Council's quarterly performance outturn for amount (tonnage) of Biodegradable Local Authority Collected Municipal Waste that is landfilled 2020 to 2021.

Quarter	Actual (tonnes)	Standard to be met	Trend on previous quarter	Status	Cumulative Year end
January 2021 – March 2021	439	No allowance set	Performance declined	Green	1,482 tonnes
October 2020– December 2020	405	No allowance set	Performance declined	Green	
July 2020 – September 2020	342	No allowance set	Performance declined	Green	
April 2020 – June 2020	296	No allowance set	Performance improved	Green	

Analysis: Less is better

During the final quarter of the year in 2020 to 2021, there was an increase of 34 tonnes compared to quarter three. If we look at last year's figures there was a cumulative position of 8.89% or 1,506 tonnes by 2019 to 2020, by the end of 2020 to 2021 the end of year position was 1,482 tonnes, a reduction of 24 tonnes from the previous year. As of August 2021, there are still no NILAS targets for 2020/21 and Councils are awaiting further guidance from the Department as the waste strategy for Northern Ireland ended in 2020.

The landfill rate exhibits seasonality and the April to June and July to September quarters tend to have lower rates than October to December and January to March. The seasonality stems from the higher level of compostable garden waste arising during spring and summer.

Action Plan:

Standard achieved. Maintain management.

Northern Ireland Councils' Performance Data during 2020 to 2021

The total amount of biodegradable local authority collected (LAC) municipal waste sent to landfill for all eleven Councils during 2020 to 2021 was 125,402 tonnes. Mid Ulster had the lowest incidence of reported biodegradable LAC municipal waste sent to landfill of all the eleven Northern Ireland Councils at 1,482 tonnes, while Belfast recorded the highest at 30,071 tonnes.

Table 4.20. – Northern Ireland Councils twelve-month rolling figures for local authority collected (LAC) municipal waste key performance indicators and Waste from Household recycling rate by council and waste management group 2020 to 2021.

Authority	KPI(g)
	Reported biodegradable LAC municipal waste sent to landfill (tonnes)
Antrim & Newtownabbey	11,694
Ards & North Down	19,873
Armagh City, Banbridge & Craigavon	4,340
Belfast	30,071
Causeway Coast & Glens	5,861
Derry City & Strabane	4,802
Fermanagh & Omagh	14,410
Lisburn & Castlereagh	15,967
Mid & East Antrim	14,508
Mid Ulster	1,482
Newry, Mourne & Down	2,494
arc21	94,607
NWRWMG	10,663
Northern Ireland	125,502

Source: NIEA, NISRA, LPS

Waste – W3: The amount (tonnage) of Local Authority Collected Municipal Waste Arisings.

Purpose of PI: Meet Statutory Targets - Local Authority collected Municipal waste arisings is the total amount of local authority collected municipal waste, which has been collected by a district Council. Table 4.21 outlines Council's performance over time for the amount of tonnage of LAC municipal waste arisings from 2016 to 2020/21

Table 4.21 – MUDC Performance over time for the amount (tonnage) of Local Authority Collected Municipal Waste Arisings 2016 to 2020

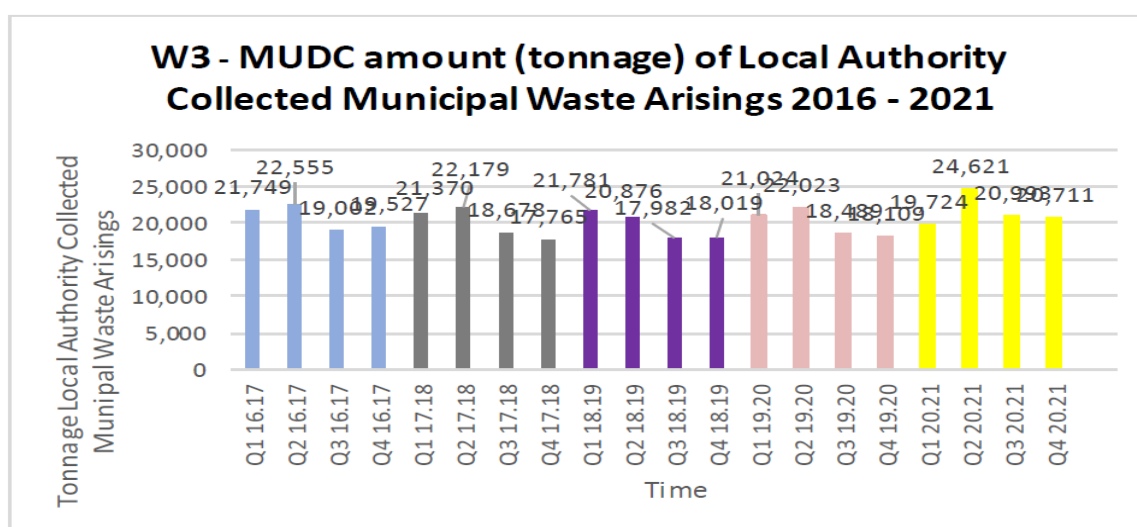


Table 4.22 – Council's quarterly performance outturn for the amount (tonnage) of Local Authority Collected Municipal Waste Arisings 2020 to 2021.

Quarter	Actual (tonnes)	Standard to be met	Trend on previous quarter	Status	Cumulative Year end
January 2021 – March 2021	20,711	Awaiting NILAS targets	Performance improved	Green	86,049 tonnes
October 2020– December 2020	20,993	Awaiting NILAS targets	Performance improved	Green	
July 2020 – September 2020	24,621	Awaiting NILAS targets	Performance declined	Green	
April 2020 – June 2020	19,724	Awaiting NILAS targets	Performance declined	Green	

Analysis: Less is better

During the last quarter of 2020 to 2021, there was a decrease of 282 tonnes compared to quarter three and this is attributable to seasonality. If we take a comparison with the performance data from quarter four last year, in the same reporting period this year there was an increase of 2,602 tonnes, this is attributable to impact of pandemic.

Action Plan:

Standard achieved. Maintain management.

Northern Ireland Councils' Performance Data during 2020 to 2021

During 2020 to 2021, the total amount (tonnage) of local collected municipal waste arisings was 1,031,206. Omagh and Fermanagh Council reported the least amount of tonnage of local collected waste arisings at 58,109 tonnes, Mid Ulster reported 86,049 over the year and Belfast recorded the highest tonnage of local waste arisings at 171,794 tonnes.

Table 4. 23. – Eleven Northern Ireland Councils amount (tonnage) of Local Authority Collected Municipal Waste Arisings 2020 to 2021.

Authority	KPI(j)
	LAC municipal waste arisings (tonnes)
Antrim & Newtownabbey	95,425
Ards & North Down	93,705
Armagh City, Banbridge & Craigavon	113,712
Belfast	171,794
Causeway Coast & Glens	81,611
Derry City & Strabane	83,989
Fermanagh & Omagh	58,109
Lisburn & Castlereagh	80,846
Mid & East Antrim	78,986
Mid Ulster	86,049
Newry, Mourne & Down	86,980
arc21	607,736
NWRWMG	165,600
Northern Ireland	1,031,206

5.0 Council's Self-assessment of Self-imposed Indicators and Standards During 2020 to 2021

Corporate Health Indicators (Self-imposed - Set by us)

During the start of 2016/17, Mid Ulster District Council in the absence of an agreed region wide local authority performance management framework, decided to concentrate on ensuring the data quality of three of its proposed “set by us” or “self-imposed” performance indicators. The three original indicators were prompt payments, freedom of information requests (FOI) responded to within 20 days and percentage lost time rate (relating to sickness absence).

At its meeting in November 2017 the Council's Policy and Resources committee approved a further suite of “Corporate Health Indicators”. The indicators provide a barometer of how the Council is doing across its services and effectively provide a “performance dashboard” or a summary of how the Council is performing across eight key areas. The information is used by Council to help inform management decisions, plan services, benchmark performance and cost, and inform target setting. The eight key performance areas include the following: economy, waste management, Council facilities, better responses, resident satisfaction, staffing, engaged workforce and finance, (refer to Appendix A).

As outlined previously, Council is required statutorily to compare its performance for the 2020/21 year to that of previous years, legislation also requires Council, so far as reasonably practicable, to report their performance against other councils in the exercise of the same or similar functions.

To date there is no agreed overarching Northern Ireland Local Government Performance Management Framework; however, correspondence received from the Department of Communities during early August 2021 supplied Prompt Payment and absence management data regarding all 11 Councils and this has been included in this section.

Performance progress in this section also follows that described in the section outlining Council's self-assessment of statutory indicators and standards i.e. RAG

(red, amber, green) status framework as well as the Performance direction of travel relative to the previous quarter.

Corporate: Prompt Payments- 90% of invoices paid within 30 day target

Purpose of Performance Indicator: Prompt payments speed up cash flow from the public sector to its suppliers, particularly SME's. Council recognises that late payments are a key issue for business, especially for smaller businesses as it can adversely affect their cash flow and jeopardises their ability to trade and we recognise that as a Public body we should set a strong example by paying promptly.

This indicator allows Council to have a "signal" that it has an effective prompt payment system delivery, has in place a clear framework for managing prompt payments, in order to support an environment in which businesses flourish. Given the impact the pandemic has had on the economy this indicator has become even more important in protecting jobs and local businesses.

Table 5.1 – MUDC Performance of 90% of invoices paid within 30 days over time 2016 to 2020

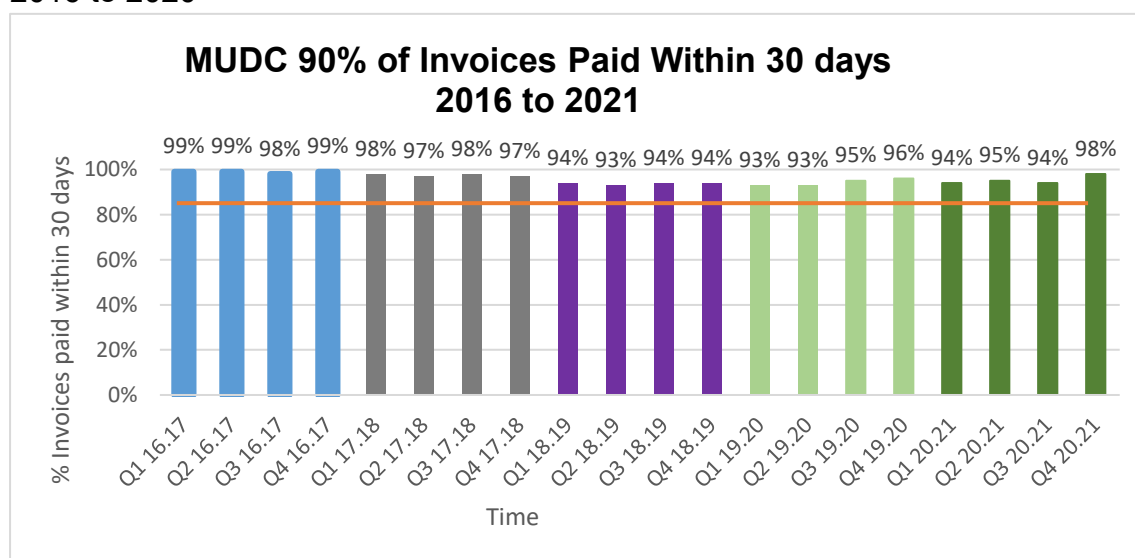


Table 5.2. Outlines Mid Ulster District's Council quarterly performance data of Prompt Payment; that is, 90% of invoices are paid within a 30 day target for 2020 to 2021. At the commencement of the first lock down many of our office based Finance team worked from home or in a hybrid model as various stages during 2020 to 2021 in response to the Northern Ireland Executive directing opening and closing restrictions of businesses i.e. safe social distancing measures and health and safety assessments were put in place.

Table 5.2 – Council's quarterly percentage of invoices paid within 30 days 2020 to 2021.

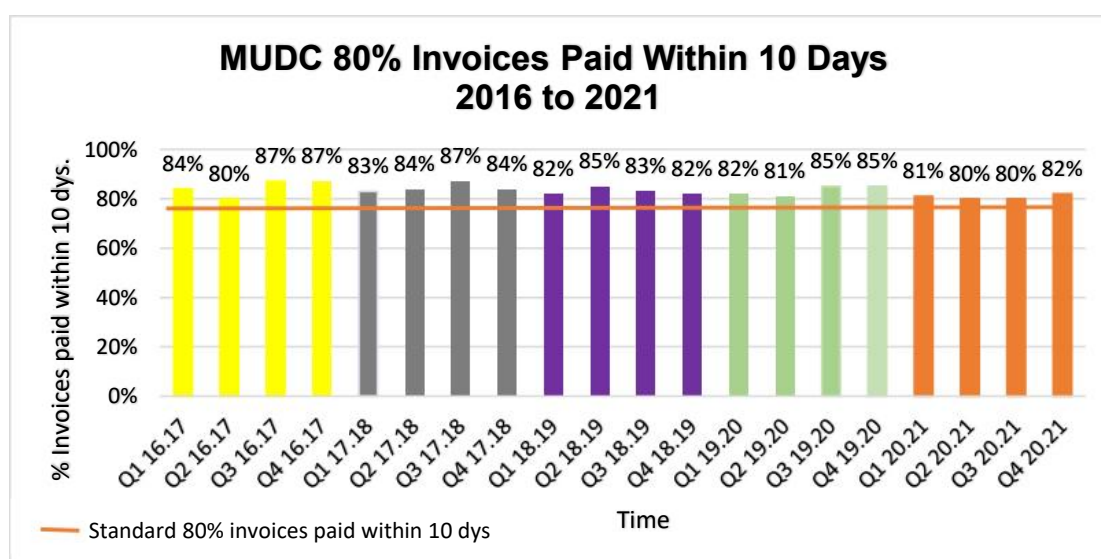
Quarter	Actual	Standard to be met (%)	Trend on previous quarter	Status	Cumulative Year end
January 2021 – March 2021	98%	90%	Performance improved	Green	95%
October 2020– December 2020	94%	90%	Performance declined	Green	
July 2020 – September 2020	95%	90%	Performance improved	Green	
April 2020 – June 2020	94%	90%	Performance declined	Green	

Analysis: More is better

Council managed to achieve 95% of invoices paid within 30 days during, exceeding the target in what was an exceptional year and even improved its performance over last year's figure of 94%. Council and its Finance team are to be commended on their duty to ensure our businesses were paid for work or services they had supplied to Council. Our incredible small businesses will be vital to our recovery from the coronavirus pandemic, supporting many tens of thousands of livelihoods across Northern Ireland.

Mid Ulster has also consecutively hit its target since 2016 of paying 80% of all invoices paid within 10 days (refer to table 5.3 MUDC performance of 80% invoices paid within 10 days between 2016 to 2021). The end of year cumulative total was 81% of all invoices paid in 2020 to 2021, which equates to 10,931 invoices.

Table 5.3 – MUDC Performance of 80% of invoices paid within 10 days over time 2016 to 2020



Action Plan:

Standard achieved. Maintain management.

Northern Ireland Councils' Performance Data during 2020 to 2021

Mid Ulster has consecutively year on year remained one of the fastest payers of invoices to businesses within all eleven Councils. During 2020 to 2021, Mid Ulster Council averaged payment of invoices within 10 days. Mid Ulster is ranked as the top Council for its speed of invoice payment (refer to table 5.4 - Northern Ireland Councils twelve-month figures for average days to pay invoice during 2020 to 2021).

Lisburn and Castlereagh Council also paid a similar number of invoices during the year, i.e. 13,813 in total; however, the Council took just over 21 days to pay their invoices and ranks 9th out of the 11 Councils, with Derry and Strabane taking the longest to pay an invoice of 23 days.

Table 5.4. – Northern Ireland Councils twelve-month figures for average days to pay invoice during 2020 to 2021.

NI Councils	Q1	Q2	Q3	Q4	2020/21 Average Days to Pay Invoice	Speed to pay by rank (days)
Antrim & Newtownabbey	14.83	13.16	13.36	15.64	14.25	6
Ards & North Down	12.00	13.00	13.00	12.00	12.50	5
Armagh, Banbridge & Craigavon	12.67	13.55	11.13	11.61	12.24	4
Belfast	12.00	17.00	16.00	16.00	15.25	7
Causeway Coast & Glens	15.89	13.85	16.26	17.02	11.78	3
Derry & Strabane	25.50	23.66	20.62	23.08	23.22	11
Fermanagh & Omagh	11.00	11.00	12.00	11.00	11.25	2
Lisburn & Castlereagh	7.00	18.00	48.00	13.71	21.68	9
Mid & East Antrim	14.54	21.00	15.60	16.00	16.79	8
Mid Ulster	9.00	9.00	11.00	11.00	10.00	1
Newry Mourne & Down	24.00	21.00	23.00	24.00	23.00	10

Corporate: Absenteeism – Percentage (%) Lost Time Rate sickness absence - (5% or less p.a.)

Purpose of Performance Indicator: The Lost Time Rate (LTR) shows the percentage of total time available that has been lost due to sickness absence during a certain time period. The indicator is based on full time equivalent (FTE) employees, and is useful as a general measure of the significance of sickness absence levels for an organisation.

This measure will be one indicator that allows Council to have a “signal” that it has an effective absence policy, has in place a clear framework for managing sickness absence, while setting out reporting mechanisms, states the attendance levels expected, uses monitoring arrangements, trigger mechanisms, effective roles and responsibilities, as well as ensuring management commitment. The lost time rate is useful as a general measure of the gravity of sickness absence levels for an organisation. Teams or departments, who want to ascertain whether or not there are absence issues in certain areas, can also use this measure.

Table 5.5 – MUDC Performance of the Percentage (%) Lost Time Rate sickness absence (5% or less p.a.) over time 2016 to 2020

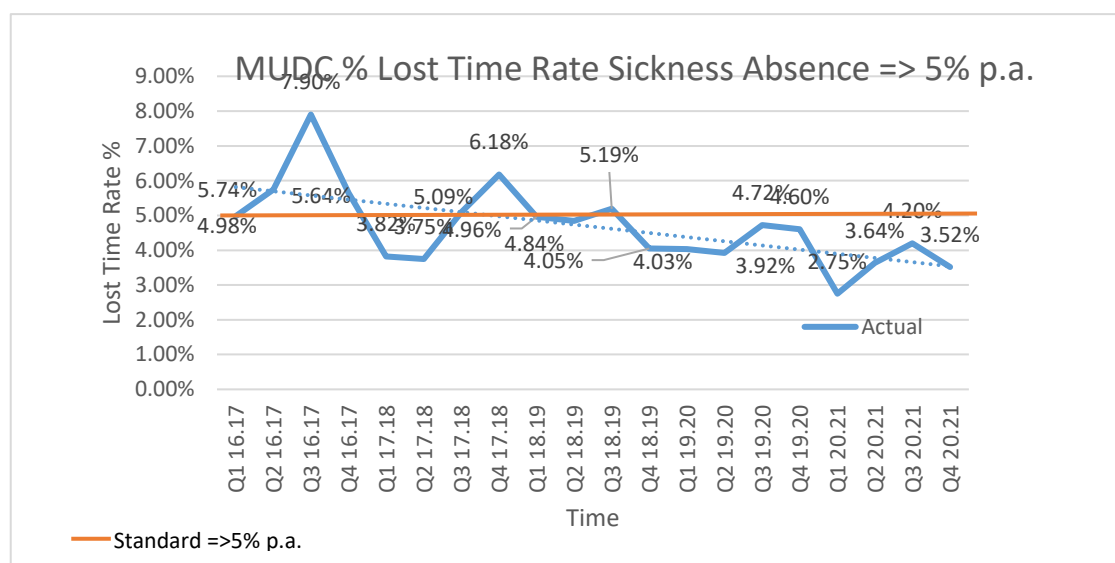


Table 5.6. Outlines Mid Ulster District's Council quarterly performance data for Percentage (%) Lost Time Rate sickness absence (5% or less p.a.) during 2020 to 2021. Without staff that are well and at work, Mid Ulster District Council could not deliver quality and effective services to businesses, residents and our partnerships throughout the District. We need to ensure that staff are provided with an environment and opportunities that encourage and enable them to lead healthy lives and make choices that support their wellbeing, this will be our guiding principle.

The CIPD¹ states that everyone in the workforce, at all levels, feels the impact of ill health and sickness absence as it significantly affects organisations performance, productivity and workforce output. This in turn affects the level and quality of services provided to customers, both internal and external.

It makes business sense to support those who are ill and help them get back to work and to emphasise the importance of tackling health through good employment practices and pro-active well-being employer support, to encourage good occupational health management and to transform opportunities for people to recover from illness while retaining their jobs. This aligns with the Mid Ulster Community Plan outcome of, "We are better enabled to live longer and healthier more active lives". Employee absence is considered to represent one indicator of

employee health and well-being (Mc Hugh² 2001a) and how well managed and efficient the organisation is; that is the 'health of the organisation' (HSE³ 2002).

1. Chartered Institute of Personnel Development (2006a) Absence management: annual survey report. London. Chartered Institute of Personnel and Development.
2. McHugh, M (2001a) Employee absence: an impediment to organisational health in local government, The International Journal of Public Sector Management, 14:1, .43-58
3. Health and Safety Executive (2002) Survey of Occupational Health Support. HSE Contract Research Report 445/2002, London. Health & Safety Executive

Table 5.6 – Council's Quarterly Percentage (%) Lost Time Rate sickness absence (5% or less p.a.) 2020 to 2021.

Quarter	Actual	Standard to be met (5% p.a)	Trend on previous quarter	Status	Cumulative Year end
January 2021 – March 2021	3.52 %	5%	Performance improved	Green	3.57 %
October 2020– December 2020	4.2 %	5%	Performance declined	Green	
July 2020 – September 2020	3.64 %	5%	Performance declined	Green	
April 2020 – June 2020	2.75 %	90%	Performance improved	Green	

Analysis: Less is better

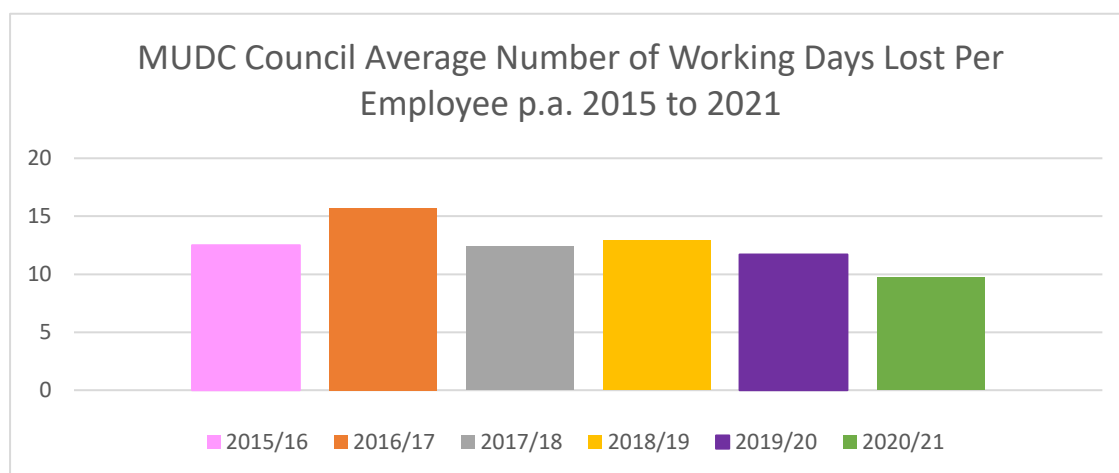
During the last quarter (Q4) of 2020 to 2021 the loss rate was 3.52% (1,742 days), a reduction of 0.68% from Q3 (4.20% - 402 days less than last quarter), a reduction of 1.08% on the same quarter in 2019/20 and the second lowest quarterly % loss figure since 2016. However, the Covid-19 Global Pandemic has impacted on sickness absence levels in varying ways considering that a number of staff have been furloughed due to facility closures and those considered Clinically Extremely Vulnerable (C.E.V) being advised to shield and have therefore been furloughed in line with Government advice until 11th April 2021.

The number of staff furloughed has resulted in a lower number of staff being available for work, which may have contributed to the lower percent loss rate to date.

Absence due to infections has increased from 6.98% last quarter, to 27.64% this quarter. This is due to the fact that COVID absence (Long Covid etc.) lasting more than the initial 10 days is now recorded in the absence stats, under "infections". COVID infection related absence accounts for 21% of the 27.64% of absence due to infections. The rollout of the COVID vaccination will hopefully reduce the percentage loss due to COVID Infection and it is hoped this will be reflected in future absence statistics as we move into 2021/2022.

It is also helpful to realise the average number of days lost per employee or full time equivalent from the new Council forming in 2015 until 2021 (table 5.7), and benchmarking with other Councils can also be made against the data.

Table 5.7 - The Average Number of Working Days Lost in Mid Ulster District Council from 2015 to 2021.



Action Plan:

Standard achieved. To summarise there continues a reduction in the number of days lost due to absence each quarter and we will continue to monitor and manage the absence levels in line with MUDC Policy and Procedures

Northern Ireland Councils' Performance Data Average Total Number of Days Lost (Sickness Absence) during 2018/19 and 2019/20.

The average numbers of days lost per employee performance data for all eleven Northern Ireland Councils is still not available for 2020 to 2021. Reflection on the figures supplied to date demonstrates that Mid Ulster has moved from being ranked the Council with the fourth lowest number of average days lost due to sickness absence during 2018 to 2019, at 12.9 days to second lowest after Mid and East Antrim Council (at 10.64 days). Mid Ulster during 2019 to 2020 had 11.7 days average sickness absence meaning a difference of 1.2 days from the previous year. This has dropped yet again during 2020 to 2021 to 9.72 days.

Table 5.8 - NI Councils Average Days Lost 2018/19 and 2019/20

Council	2018 to 2019		2019 to 2020	
	Average Total Number of Days Lost (per *FTE)	Rank	Average Total Number of Days Lost (per FTE)	Rank
<i>Antrim and Newtownabbey</i>	13.73	7	12.41	3
<i>Ards and North Down</i>	14.23	8	14.19	7
<i>Armagh, Banbridge, Craigavon</i>	16.73	10	18.28	10
<i>Belfast City</i>	13.71	6	13.58	4
<i>Causeway Coast and Glens</i>	17.13	11	**0.00	
<i>Derry City and Strabane</i>	12.3	2	14.5	8
<i>Fermanagh and Omagh</i>	10.44	1	13.77	5
<i>Lisburn and Castlereagh</i>	13.3	5	13.8	6
<i>Mid and East Antrim</i>	12.45	3	10.64	1
<i>Mid Ulster</i>	12.9	4	11.7	2
<i>Newry, Mourne and Down</i>	14.7	9	15.8	9

FTE means Full time equivalent

***Causeway Coast & Glens awaiting annual accounts certification*

Corporate: Freedom of Information - 90% of Freedom of information requests responded to within 20 days.

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

Table 5.9 – MUDC Performance of 90% of Freedom of information requests responded to within 20 days over time 2016 to 2021

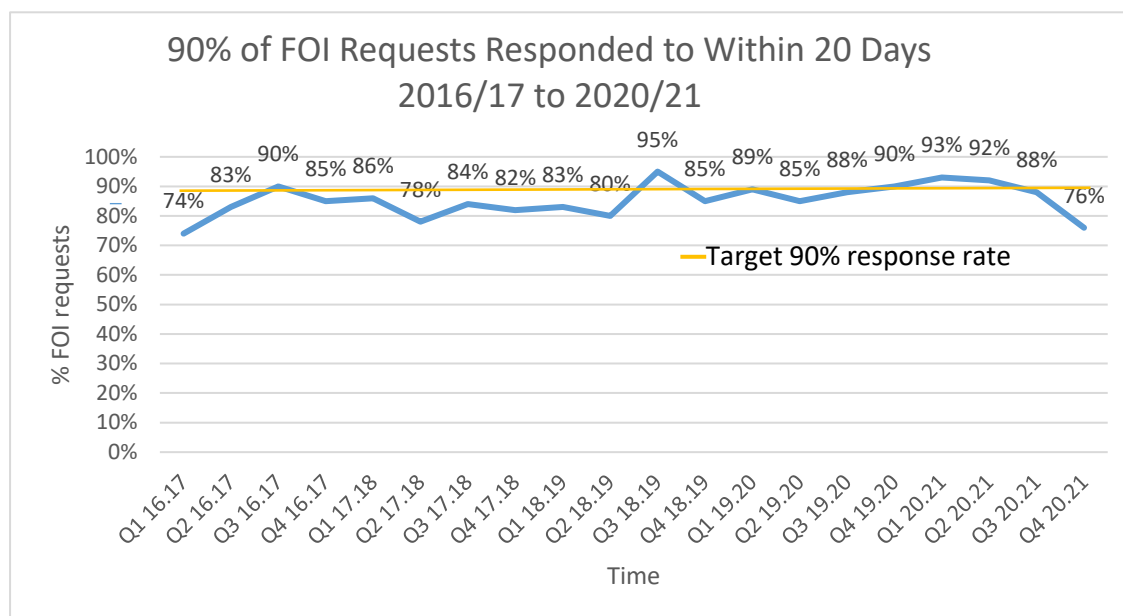


Table 5.10. Outlines Mid Ulster District's Council quarterly performance data of 90% of Freedom of information requests responded to within 20 days, for 2020 to 2021. The overall attainment of 87% for the year was nonetheless significant in light of the COVID context in which the council was operating for the entire year and to date.

Table 5.10 – Council’s quarterly percentage of 90% of Freedom of information requests responded to within 20 days.

Quarter	Actual	Standard to be met (%)	Trend on previous quarter	Status	Cumulative Year end
January 2021 – March 2021	76%	90%	Performance declined	Red	87%
October 2020– December 2020	88%	90%	Performance declined	Amber	
July 2020 – September 2020	92%	90%	Performance declined	Green	
April 2020 – June 2020	93%	90%	Performance improved	Green	

Analysis: More is better

The number of Freedom of Information requests received by Council remained steady and relatively in line with the numbers received when compared to the same number last year. A total of 107 FOI requests were received and processed in the last Quarter of 2020-21. There was, however, a downward trend on the number of those, which were responded to within 20 days during this quarter. Of the 107 requests almost one quarter were not responded to within the 20 day period (i.e. 24%).

The lower number of requests responded to within 20 days in the last quarter has contributed towards the 90% of all requests being responded to standard not being met for 2020-2021. Quarters 1 to 3 had attainment rates in the high eighty to early ninety percent. The drop in the final quarter to 76% has made the 90% standard unobtainable for 2020-2021.

During quarter four, the achievement of 76% is significantly down on the same period last year where it peaked at 90% for Quarter 4. The services within the single Department where non-compliance is most prevalent have been identified as contributing towards this lower than expected attainment.

Action Plan:

Standard not achieved. Continue to track requests through the Council's CRM module. Quarterly reporting to senior management now broken down across service area illustrating those services with non-compliant cases to identify trends. There are is no comparable data relating to Freedom of Information requests responded to within 20 days for Northern Ireland Councils

6.0 Overall Assessment for 2020 to 2021

As a result of Covid-19, this has been a very atypical year with large variations across communities and individuals' lived experience during the pandemic.

Services were also operating at different levels, as the Council focused on essential services and the safety of, and support for, the most vulnerable. A number of services were mostly closed throughout the year, for example, tourism, arts and cultural venues, and leisure centres, in order to protect the public and staff.

Many services continued to operate as normal, some vital new services were introduced to meet the needs of residents, at very short notice and Council for the first time, like many other organisations across the world, attained unprecedented levels of remote and agile working. As a result comparative changes in indicator values from the previous years should be treated with caution, given the impact and extenuating circumstance of the pandemic. Targets could not be set for some of the Corporate Health Indicators for the year 2020-21 and indicator values would be viewed as establishing baselines and reset for the period 2021-22 moving forward (regarding recovery from the pandemic).

The Council still performs well across many of the Corporate Health and Service indicators in what has been the most challenging of years. In the remaining areas where there is scope for building on levels of performance, services are assessing targets as part of plans for renewal.

Departments will continue to closely monitor progress and take appropriate action. The focus is now on recovery whilst still responding to the challenges of COVID before moving to a renewal phase. We also want to retain some of the positive lessons learned during the pandemic in order to build towards achieving previous performance levels, particularly in areas where our services were most affected by the impact of COVID.

Despite the focus on the response to COVID and the impact on the means and methods of service delivery i.e. considering the additional services created and resources required. Mid Ulster District Council has continued to achieve robust

performance results across many areas including, giving members of the public and businesses guidance and ensuring compliance with regulatory services such as waste, planning, environmental health and building control.

Council has maintained support for local businesses through economic development activities in addition to helping business survive through the distribution of COVID business recovery grants. Mid Ulster has maintained excellent household waste recycling rates and is a local Councils' leader in ensuring prompt payments are received by suppliers of works or services. Council has also significantly reduced its sickness absence rate in year.

Working collaboratively with our Trade Unions colleagues will greatly assist our recovery journey. As we emerge into what will be our new normal, continual dialogue on how we emerge stronger, learn from the digital solutions and new ways of working developed, manage expectations and how we manage workforce change, allowing service delivery to change and develop is critical. This will ensure new ways of working are sustainable for individuals and the organisation.

It is a given that the recovery process will take significant time and be influenced by a number of significant issues, and will not necessarily be linear. Clearly, there is a difficult period ahead, but there is good reason for optimism in the medium term as Northern Ireland, alongside many other Countries around the world began their vaccination programmes. Council has provided logistical support to partner organisations to make full use of its assets, in order to support the immunisation of residents through some of its centres.

The recovery from the pandemic will dominate most of our lives for some time to come and we have been honest in this report where our performance has been impacted by COVID-19 and, where possible, set out how we are going to get back on track. This report fulfils our statutory duty to report on our performance but, more importantly, it provides a holistic picture. Despite growing challenges the Council's aim remains unchanged – to be at the heart of the local community and making people's lives better by achieving positive outcomes for all of our communities.

7.0 Have Your Say

We welcome your comments or suggestions at any time of year. Mid Ulster District Council is committed to improving its services and is keen to hear from the community on what it has to say. We welcome your comments or suggestions at any time of the year. There are a number of ways in which to influence Council decision-making.

You can get involved and participate in consultations being conducted by, or on behalf of the Council. Meetings of the Council and its Committees are open to the public, with the exception of those times when sensitive or confidential issues need to be discussed.

That is why we want to hear what you think about our performance and what we can do to improve. Please join us on the journey by sharing your thoughts.

If you have any comments, would like any further information, or would like a copy of this plan in an alternative format please contact

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Appendix One – Mid Ulster Council Corporate Health Indicators 2020 to 2021

	Mid Ulster District Council: Corporate Health Indicators				QUARTER FOUR 2020/21						
	Measures		Target/Standard 2020-2021	Annual Outturn 2018-19	Annual Outturn 2019-20*	Reporting (Calculating) Officer	Responsible Lead Service	QUARTER ONE 2020/21 (Total Q1)	QUARTER TWO 2020/21 (Cumulative total Q1 and Q2)	QUARTER THREE 2020/21 (Cumulative total Q1 + Q2 & Q3)	QUARTER FOUR 2020/21 (Cumulative Q1+ Q2+ Q3 & Q4)
	1.0 Economy										
1	1.1	No. of jobs promoted	**210	204	185	Director, Business & Communities	Economic Development	22	53	83	132
2	1.2	Average processing time for local planning applications (weeks)	15 weeks	16.9 weeks	12.5 weeks	Planning Manager	Planning: Development Management	15	16.9	12.5	16
3	1.3	Average processing time for major planning applications (weeks)	30 weeks	64.7 weeks	73.2 weeks	Planning Manager	Planning: Development Management	30 weeks	64.7 weeks	73.2 weeks	74.1 weeks
4	1.4	% building regulations applications determined to target	90%	90%	91%	Director, Public Health & Infrastructure	Building Control	96%	95%	95%	94%
	2.0 Waste Management										
5	2.1	% of household waste going to landfill	4%	16.31%	3.75%	Director, Environment & Property	Environmental Services	3.20%	3.15%	3.49%	3.66%
6	2.2	% of household waste recycled	58%	55.98%	58.86%	Director, Environment & Property	Environmental Services	60.68%	62.27%	57.36%	54.75%
	3.0 Council Facilities										
7	3.1	Visitors to arts/cultural venues	TBC	120,247	135,939	Director, Business & Communities	Arts & Culture	0	6,231	7,208	7,208
8	3.2	Users of leisure and recreation facilities	TBC	2,230,312	2,071,748	Director, Leisure & Outdoor Recreation	Leisure	163,948	420,631	799,790	1,232,504
9	3.3	Visitors to council offices	TBC	Not Available	40,294	Director, Organisational Development	Human Resources	0	3,325	6,370	9,484
10	3.4	No. of RIDDOR incidents		11	14	Director, Public Health & Infrastructure	Health & Safety	2	2	5	6
	4.0 Better Responses										
11	4.1	FoI requests responded to within target	90%	86%	88%	Head, Democratic Services	Democratic Services	93%	92%	89%	87%
12	4.2	Complaints dealt with within target	90%	Not Available	89.47%	Head, Democratic Services	Chief Executive's Office	83.33%	91.66%	86.96%	79.42%
13	4.3	Correspondence responded to within target	90%	Not Available	85.75%	Head, Democratic Services	Chief Executive's Office	82.35%	82.05%	80.59%	80.74%
14	4.4	No. of online transactions	<17,022	16,655	17,022	Director, Finance	ICT	893	11,795	15,594	17,062
	5.0 Resident Satisfaction										
15	5.1	% of residents content with our services	80%	Not Available	Not Available	Head, Marketing & Communications	Marketing & Communications	Not Available	Not Available	Not Available	Not Available
16	5.2	% of residents agree that council keeps them informed	80%	Not Available	Not Available	Head, Marketing & Communications	Marketing & Communications	Not Available	Not Available	Not Available	Not Available
17	5.3	% of residents agree that council listens and acts on concerns	80%	Not Available	Not Available	Head, Marketing & Communications	Marketing & Communications	Not Available	Not Available	Not Available	Not Available
18	5.4	No. of organisations receiving Grant Aid		800	860	Director, Business & Communities	Community Development	368	374	396	399
	6.0 Staffing										
19	6.1	Number of Staff (FTEs) on payroll		713.3	706.82	Director, Organisational Development	Human Resources	734.97	732.39	733.86	726.83
20	6.2	Number of Casual Staff employed in past 12 months		70	31	Director, Organisational Development	Human Resources	0	0	14	14
21	6.3	% Attendance	95%	95%	95.69%	Director, Organisational Development	Human Resources	97.25%	96.68%	97.16%	96.46%
22	6.4	% Overtime	2.5%	1.66.%	1.32%	Director, Finance	Finance	0.74%	0.76%	0.70%	0.71%
	7.0 Engaged Workforce:										
23	7.1	% of workforce satisfied with current job	80%	60.95.%	65.34%	Head, Marketing & Communications	Marketing & Communications	***65.34%	***65.34%	***65.34%	***65.34%
24	7.2	% of workforce who take pride in working for Mid Ulster District Council	80%	79.48.%	84.07%	Head, Marketing & Communications	Marketing & Communications	***84.07%	***84.07%	***84.07%	***84.07%
25	7.3	% of workforce who understand council's priorities and how they contribute to them	80%	69.91.%	78.13%	Head, Marketing & Communications	Marketing & Communications	***78.13%	***78.13%	***78.13%	***78.13%
	8.0 Finances										
26	8.1	Loans Outstanding		6,746,933	6,114,748	Director, Finance	Finance	6,114,748	5,790,201	5,790,201	5,459,789
27	8.2	Cash Reserves	£10m	13,029,169	11,791,888	Director, Finance	Finance	15,475,674	16,223,512	17,630,687.28	****29,955,234
28	8.3	Invoices paid within 30 Days	90%	94%	94%	Director, Finance	Finance	94%	95%	94%	95%
		*some data awaiting validation reports from Executive Departments					***Figures relate to 2019/20 survey				
		** Currently under review by Department - subject to change in statute/guidance arising from Capaxo recommendations					**** Non recurring receipts : £7M Covid funding, £1.8M Daera funding, & £850K Rates support finalisation				
		The above data is management information and may be subject to change post validation exercises									

