



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

***Organisational
Development, Strategy &
Performance***

**DIRECTORATE SERVICE PLAN
2023 / 2024**

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1.0 OVERALL PURPOSE AND SCOPE OF THE DIRECTORATE

1.1 Purpose and Scope of the Directorate

Central to Organisational Development, Strategy and Performance is the provision of a range of employee related services enabling the Council to continue to deliver on its suite of services to the people it serves from across the district. The key responsibilities are noted below (1.2) and focus on recruitment and retention, people management, governance arrangements allowing effective decisions to be taken by council and committees, registration services (births, deaths and marriages), strategic and corporate direction together with a range of statutory duties and front-line customer services at each of our Civic Offices, whilst overseeing and implementing organisational change.

1.2 Responsibilities

- **Organisational Development:** Continue to improve the organisational effectiveness while adhering to the council's culture and values. Maximize employees' potential and help them amplify their contributions in furtherance of the Council's success.
- **Human Resources:** Management of the efficient organisation and running of various employment functions including employee resourcing, employee relations, equal opportunities, employee health and well-being. HR supports the organisation to comply with relevant employment legislation, HR best practice, provides professional advice on employment matters to staff and managers, and contributes to the development, implementation and review of relevant human resources policies, procedures in conjunction with Trade Union representatives, staff and key stakeholders.
- **Corporate Learning and Development:** Supports the delivery of a range of organisational and learning and development activities for all Elected Members, Directors, Assistant Directors, Heads of Service, Managers and Staff. Supports a schedule of HR policy and procedure development to ensure policies and procedures are fit for purpose.
- **Registration Services:** Provision of a suite of registration services extending to births, deaths and marriages, and performing marriages and civil partnerships in the Mid Ulster District
- **Business Support and Facility Services:** The provision of administrative support to ensure the efficient operation of Council services and offices. Facility Services, managed through our Business Support Function, are responsible for ensuring that buildings are clean and maintained for customers and staff use.
- **Customer Services and Corporate Complaints:** Provision of a front-line customer service at each of our Civic Offices in Cookstown, Dungannon and Magherafelt, providing face to face advice and support and developing our arrangements to improve

the customer service offering to anyone accessing our services, irrespective of which service they're accessing. Provision of customer service advice at our Civic offices/centres throughout the District, together with responding to customer enquiries. The management of corporate complaints to councils to be initiated within the Directorate throughout 2023-24 as Council continues to implement its new organisational structure.

- **Community and Corporate Planning:** Co-ordination of the community planning process for our district, working collaboratively with a wide range of partners and residents including representatives from statutory, *business, education, health, community and voluntary sectors*, and oversight and co-ordination of the delivery of the Council's Corporate Plan.
- **Committee Services:** facilitation and management of council and committee meetings of Council to include the development of agendas, compilation of meeting packs, providing the summons to councillors and minute taking and follow up activity on decisions resolved.
- **Equality, Disability and Good Relations:** in ensuring that the Council meets its Equality Scheme and providing support in ensuring services are delivered in line with obligations under Section 75 (1) and (2) of the Northern Ireland Act 1998
- **Rural Needs:** providing assistance across Council on the rural needs statutory duty under the Rural Needs Act (NI) 2016 to consider rural needs in the development of new policies, plans or strategies and in any service design/delivery decisions.
- **Performance Management & Improvement:** developing and embedding arrangements to support continuous improvement in the delivery of services, by embedding a culture which encourages and champions improvement in everything the Council does to meet its Performance Improvement obligations under the Local Government Act (NI) 2014. Introduction of an improvement framework, which supports council's strategic planning through reporting, validating performance data and on-going monitoring. Developing performance and improvement frameworks/tools, challenging and championing improvement, supporting the production of strategic planning documents, monitoring and reporting,
- **Processing Civic Recognition Requests from Elected Representatives:** receiving, processing and making recommendation to council on requests made for civic recognition.
- **Member Services:** providing support to councillors as required, progression and attainment of the Elected Member Development Charter together support to Members in carrying out their role.
- **Corporate Policy:** providing support and advice on the formulation of policies and corporate policy development across the Council.

1.3 Customers & Stakeholders

| Customers & Stakeholders |
|---|
| <ul style="list-style-type: none">• Internal – Staff, Departments, Elected Members, SMT and Local Trade Union Representatives |
| <ul style="list-style-type: none">• External – Job Applicants, Regional Trade Union Representatives, LGSC, Training Providers, OH Providers/ Doctors, Equality Commission, Access NI, NILGA, NJCLGS, PPMA, Schools and Colleges, Labour Relations Agency, Health & Safety Executive, Central Government Departments, Media, other local authorities, recruitment agencies, customers to our Civic Offices and software suppliers |
| <ul style="list-style-type: none">• Senior Management and Heads of Service |
| <ul style="list-style-type: none">• Members of public requesting information held by Council, committee recommendations and council decisions. |
| <ul style="list-style-type: none">• Government Departments, agencies and bodies to include.<ul style="list-style-type: none">○ Equality Commission for NI○ NI Audit Office○ Public Records Office for Northern Ireland (PRONI)○ Information Commissioner’s Office (ICO)○ A wide cross section of the public and customers of the Council, as required.○ Outside Bodies with Councillor representation from Mid Ulster District Council○ Government Departments, specifically the Department for Agriculture, Environment & Rural Affairs on the Rural Needs duty under the 2017 Act.○ NILGOSC○ NIPB |

1.4 Performance Overview in 2022/23 (Retrospective Review)

The following provides an overview of some of our achievements and successes over the past 12 months as a Directorate.

| 2022/2023 Performance Overview <i>What we achieved- Measured Activities</i> | End of Year Progress Status: Completed /Commenced/ Other |
|--|--|
| <ul style="list-style-type: none"> • Performance Improvement- Corporate Performance Management and Improvement regularly reported through SMT and Council. • Performance Improvement Plan (PIP – forward looking plan) for 2022/23 developed in conjunction with public consultation, approved and ratified by Council. • Annual Performance Assessment Plan for 2021/22 developed, completed, approved and ratified by Council June 2022. Liaised with Northern Ireland Audit Office regarding their annual Performance Improvement Audit – Council attained unqualified audit opinion for 2022/23. | <p style="text-align: center;">Completed</p> <p style="text-align: center;">Completed</p> <p style="text-align: center;">Completed</p> |
| <ul style="list-style-type: none"> • Re-aligned performance framework to reflect phase 1 of Council re-structure – Departmental Service plans | <p style="text-align: center;">Completed</p> |
| <p>Embedding and Getting the most from CoreHR: throughout the year Council has been engaged in the further development and roll out of CoreHR. Activity in this area has extended to:</p> <ul style="list-style-type: none"> • the development and use of Makodata Reports and dashboards at a glance for management • the introduction of organisational and directorate level dashboards • greater engagement as a directorate in developing CoreHR • Calculations now enabled within Core for areas such as term time and annual leave being taken by employees • Cyclical targeted training for managers on the use of CoreHR and end users • Introduction of bi-monthly management reports from Core Time • Employees more informed through Employee CoreHR information | <p style="text-align: center;">Completed</p> |

| | |
|--|-----------|
| <ul style="list-style-type: none"> • Commencement of the roll out of the Learning & Development Module within CoreHR • Elected Members now using CoreHR to submit monthly travel and expense claims all within the system, eliminating manual processing • Personal information sections of employee profiles updated to now include the necessary information, including emergency contact details | |
| <p>Engagement on Industrial Action: throughout the period and in particular Quarter two of the financial year engagement with trade union representatives has been ongoing. Activity extended to:</p> <ul style="list-style-type: none"> • Trade union negotiations culminating with an agreement between Unions and Management involving a pay agreement over a two-year period being implemented by the Directorate • Fulfilment of the agreement between unions and management including backpay and initiation of in-year pay agreement • Engagement with Trade Union representatives on the new organisational structure and subsequent implementation of same. | Completed |
| <p>Development and Implementation of Human Resources and Organisation Development Initiatives: throughout the period a number of initiatives have commenced and undertaken. Activity extended to:</p> <ul style="list-style-type: none"> • Introduction of the HR Business Partner Model to specifically target and support Directorates and their management teams on the HR and employee related matters within their areas. • Development of the Council's 2023-24 Student Placement Programme, commencing September 2023 • Coaching arrangements with external professional support to develop directorate structures, extending to team meetings, new ideas and self-reflection. • Introduction of the Personal Contribution & Support Process (PC&SP) to open engagement between staff and managers across the organisation • Continual development of Human Resources staff engaging in and attaining CIPD qualifications | Completed |

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| <ul style="list-style-type: none"> • The holding of Awards Ceremonies to recognise achievements of participating staff from right across the organisation in attaining ILM Level 3 and 5 • Policy development to support services deliver their programmes of work and support staff, extending to flexible working, term-time, carers leave and menopause policies. | |
| <p>Our Customer Service Reach: throughout the period the Directorate has continued to make strides in embedding the Council’s corporate value on customer service and excellence. This has extended to:</p> <ul style="list-style-type: none"> • Engaging in the digitalisation of front-line services, extending to making available the option for customers to schedule appointments with our Registration Services Team online, making the service available 24/7 without the need to call the offices and speak with the reception team or Registration Services • The completion of the realignment of the Customer Services Team across the three Civic Offices • Improvements in Call Handling agreements with the introduction of an IVR (Interactive Voice Response) to handle and process calls to our Civic Offices to improve the customer experience and create capacity for the reception teams to engage with customers face-to-face at either of the reception desks. • Introduction of Corporate Uniform for the Customer Services Team located across our Civic Offices | Completed |
| <p>Strategic Planning for the Future: throughout the period the period the Directorate has:</p> <ul style="list-style-type: none"> • Commenced and completed a review of the operation of the Mid Ulster Community Planning Partnership giving the Partnership a clear structure and focus. • Developed and agreed a new terms of reference for the operation of the Mid Ulster Community Planning Partnership • Reviewed, refined and realigned the themes, objectives and priorities within the Mid Ulster Community Plan making them more meaningful and outcome based. | Completed |

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| <ul style="list-style-type: none"> • Action Based Delivery Groups have been initiated and started to meet and progress matters as part of the governance arrangements of Mid Ulster Community Planning • Commenced the process of reviewing the delivery of our current Corporate Plan and subsequent development of a new Corporate Plan for the period 2024-2028. | |
| <p>Enabling Council Services to Deliver: throughout the year our HR Service has continued to develop and embed arrangements to support services to deliver their programmes of work. Activity has extended to:</p> <ul style="list-style-type: none"> • The development and roll-out of absence meeting pro-forma to assist/empower managers to Chair and take the lead at absence review meetings – enabling managers to fulfil their role. • Introduction of arrangements to ensure absences are recorded in a more timely and accurate manner to inform management decision-making. • Up-skilling managers to fulfil their role through the HR Business Partner support model • Completion of the Equality and Diversity Article 55 Review in 2023 and submitted with the Equality Commission for NI, with activity now commencing on the development and implementation of the required action plan in 2023/24 year. • Getting the most out of the systems we use with commencing work on generating letters to be sent directly to candidates from the Get-Got system. | Completed |
| <p>Committee & Members Services: throughout the year our Committee and Member Services team have been engaged in a series of activities which have included:</p> <ul style="list-style-type: none"> • Servicing of all committee and council meetings ensuring to deliver an effective and efficient service on behalf of Council. • Completion of NILGA Training on Effective Democratic Services for all Committee & Member Services Team • Develop the CMIS System to include. <ul style="list-style-type: none"> - Roll out of the Strategic Community Planning Board - Develop Attendance reports for each of committees. | Completed |

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| <ul style="list-style-type: none"> - Keeping System live and up to date. • Majority of Members Elected Member Development Training completed. • PDP plans issued to all Members. • Input to Elected Member Regional Working Group • Development of an Elected Member Induction Pack for new Council Term | | | | | | | | | | | |
| <p>Equality, Disability, Good Relations & Rural Needs: throughout the year the team have been involved in a series of activities which have included:</p> <ul style="list-style-type: none"> • Completion and submission of the Council’s Annual Monitoring Return. • Equality Screening completed as required at correct time. • CACHE Level 2 Autism Awareness training organised and delivered in line with Equality Scheme • Increased number and quality of Rural Needs Impact Assessments completed within Council. • Policy Directory updated to reflect new Council Structure. • Introduction of a Cubbie in Cookstown Leisure Centre. | Completed | | | | | | | | | | |
| <p>Registration of Births, Deaths, Marriages & Civil Ceremonies: throughout the year the team have been involved in a series of activities which have included:</p> <ul style="list-style-type: none"> • Development of an Online Booking System for Births, Deaths, Marriages & Civil Ceremonies which has transformed the service. • To deliver an efficient and effective Registration Service to the people of Mid Ulster. See approximate figures for 2022 year: <table border="1" data-bbox="304 1182 947 1383"> <tr> <td>Births registered</td> <td>1936</td> </tr> <tr> <td>Deaths registered</td> <td>1200</td> </tr> <tr> <td>Still Births registered</td> <td>6</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>Marriages Registered</td> <td>698</td> </tr> </table> | Births registered | 1936 | Deaths registered | 1200 | Still Births registered | 6 | | | Marriages Registered | 698 | Completed |
| Births registered | 1936 | | | | | | | | | | |
| Deaths registered | 1200 | | | | | | | | | | |
| Still Births registered | 6 | | | | | | | | | | |
| | | | | | | | | | | | |
| Marriages Registered | 698 | | | | | | | | | | |

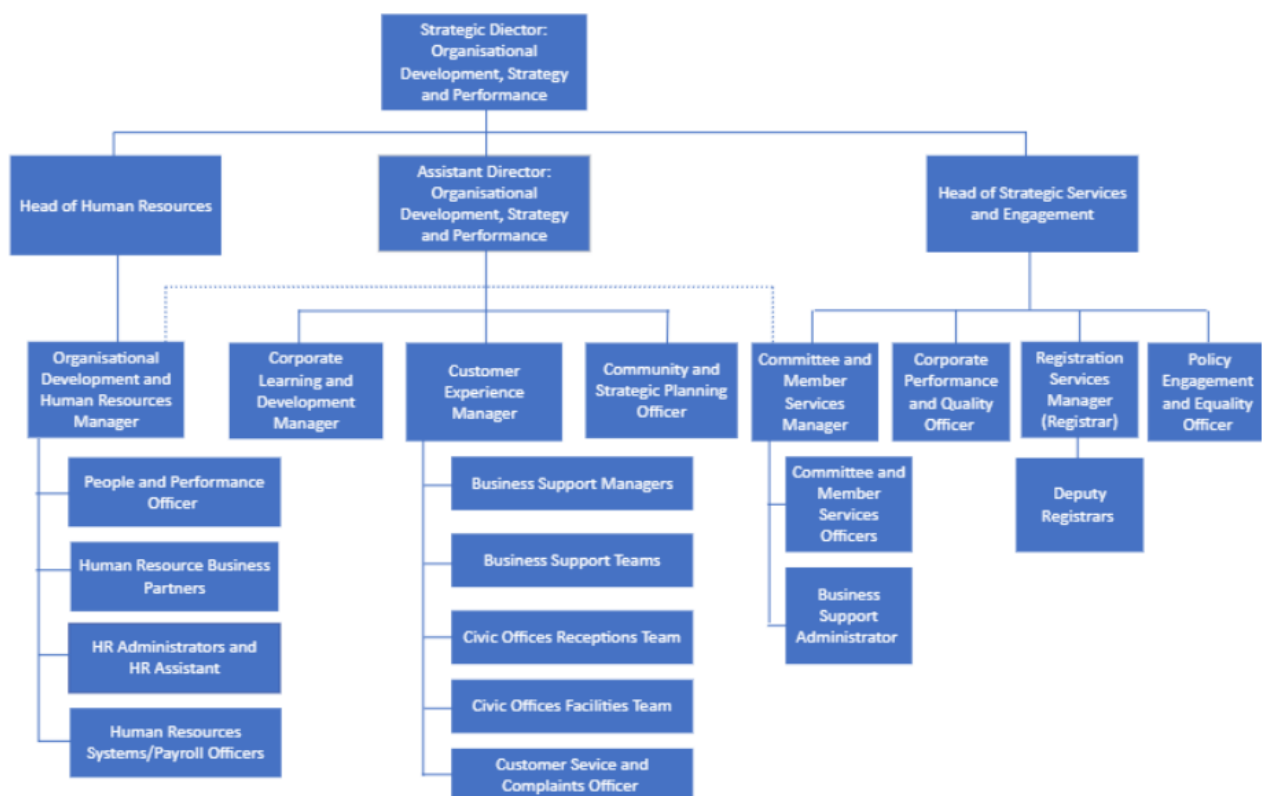
2.0 IMPROVING OUR SERVICES AND MANAGING PERFORMANCE - 2023/24

The following tables confirm the resources, financial and people, which the Directorate has access to it throughout 2023-24 to deliver its actions, activities and core business. Budgetary arrangements and allocations are subject to final variations.

2.1 Budget 2023/24

| Budget: Service Areas | £ |
|---|-----------|
| Organisational Development & Human Resources | 1,022,009 |
| Registration Services | 124,403 |
| Customer Services & Business Support | 1,645,145 |
| Strategic Services & Engagement | 1,343,449 |
| Gross Budget | 4,135,006 |
| Income | 105,000 |
| Net Budget (<i>anticipated</i>) for 2023-24 | 4,030,006 |

2.2 Directorate Services and Structure – 2023-2024



| Staffing | No. of Staff |
|---|---------------------|
| Strategic Director | 1 |
| Assistant Director | 1 |
| Head of Service | 2 |
| Managers | 4 |
| Officers | 11 |
| Business Support Managers | 3 |
| Registration Services Manager (Registrar) | 1 |
| Deputy Registrar | 2 |
| Business Support and Customer Services Administrative/Assistants | 35 |
| Human Resources Assistants | 3 |
| Facilities Staff | 7 |
| Other Staff | 2 |
| Casual Customer Service/Administrative Assistant | 4 |
| | |
| Total | 76 |

2.3 Service Work Plan - 2023/24 - *Our Focus for the next 12 months*

In continuing to improve on how we do things to support the Council to deliver on its objectives and values of putting the customer at the heart of everything we do, whether they be internal or external, the following have been identified as our priority focus for the next 12 to 24 months. These extend to service improvements becoming embedded within our everyday business of the Directorate.

| <i>Supporting Staff and Members to Deliver</i> | |
|---|---|
| Develop – Improve – Deliver | |
| Our Objectives | |
| 1 | To continue to attract and retain staff to ensure a multi-skilled and diverse workforce that’s reflective of the people we serve. |
| 2 | To continue to engage and support our citizens through a range of initiatives and communication channels to excel in meeting customer needs and expectations. |
| 3 | To expand the Council’s learning and development offering in promoting a culture of life-long learning. |
| 4 | To enhance employee engagement whilst improving our staff’s health and well-being through a range of initiatives |
| 5 | To support Directorates to make informed and timely decisions on the delivery of services. |
| 6 | To maximise and continue to develop existing systems and processes in line with the Council’s digital agenda. |

| Service Name: Organisation Development, Strategy & Performance | | | | | |
|---|--|--|---|--|--|
| Link to Community Plan Theme: | | Align to Corporate Plan Theme | | | |
| CMP 1.2 Economic Growth - We have more people working in a diverse economy | | Service Delivery: 2.2 We will invest in our people to create a customer-focused, purposeful, skilled, high performing, engaged, healthy and safe work space. | | | |
| Service Objective (What do we want to achieve?): | What are the key 'Business as Usual' activities we will deliver (actions): | By When (Date?) | Service Name /Lead Officers(s) | What difference will it make? (Outcomes/outputs) | How Will we Know? (Measures) |
| <p>1.0 To continue to attract and retain staff to ensure a multi-skilled and diverse workforce that's reflective of the people we serve.</p> | <p>1.1 Develop an integrated electronic Corporate Induction/Welcome Pack. To extend to:</p> <ul style="list-style-type: none"> • an applicant and Staff Welcome Pack. • Promotional Video to communicate the financial and non-financial benefits of working for the council. | 31/12/23 | <p>G Dyson L Carson</p> <p>Supported by:</p> <ul style="list-style-type: none"> • HR Business Partners • HR Assistants • ICT | <ul style="list-style-type: none"> • Embedding a positive and welcoming/inclusive feel for new starts. • Managers and employees provided with all the necessary information at day 1. • Less dependence on HR Business Partners to answer queries. • Support employee and manager and mentor with the employee engagement on-boarding arrangements including Localised Induction, Corporate Induction, Staff Learning & Development Opportunities, Probationary Reviews. | <ul style="list-style-type: none"> • Corporate Induction/Welcome Pack in place • Reduction in number queries from new employees and managers |

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| | <p>1.2 Review the Recruitment and Selection Process to ensure a streamlined effective and efficient process from start to finish for officers and applicants.</p> | 31/03/24 | <p>G Dyson L Carson</p> <p>Supported by:</p> <ul style="list-style-type: none"> • HR Business Partners • HR Assistants • Learning & Development Manager • People & Performance Officer • ICT | <ul style="list-style-type: none"> • Automated electronic Vacancy Authorisation Forms will promote a measured and evidence-based approach to tracking vacancies. • Promotional videos to advertise and promote jobs (including student placements), to include the benefits and “perks” of a placement or a job within MUDC • Review online platforms to promote available opportunities on work placements, student placements, apprenticeship schemes | <ul style="list-style-type: none"> • Increased efficiency of the recruitment and selection administration processes. • Reduction in number of queries from members of the public seeking, for example, work placement opportunities, apprenticeships. • Compare and contrast public interest in vacancies in MUDC |
| | <p>1.3 Review current Local Induction Programme for new starts to ensure a consistent approach that links in with the Corporate Induction process.</p> | 31/03/2024 | <p>G Dyson L Carson</p> <p>Supported by:</p> <ul style="list-style-type: none"> • HR Business Partners • HR Assistants • Learning & Development Manager | <ul style="list-style-type: none"> • New staff will receive the appropriate induction for their job role, and be fully informed of the Councils policies, procedures, Council perks, benefits. • Structure the approach to probation meetings, recording same. | <ul style="list-style-type: none"> • Increase new staff awareness of Council policies, procedures, perks and benefits • Enable managers to develop a structured |

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| | | | <ul style="list-style-type: none"> • People & Performance Officer • ICT | | <p>approach to the local induction and probation.</p> <ul style="list-style-type: none"> • Reduce the level of day-to-day support required by managers and staff by HR team. |
| | <p>1.4 Develop Communication Streams that is available for all staff to promote the benefits of working for MUDC</p> | 31/12/2023 | <p>G Dyson L Carson</p> <p>Supported by:</p> <ul style="list-style-type: none"> • HR Business Partners • HR Assistants • Learning & Development Manager • People & Performance Officer • Communications | <ul style="list-style-type: none"> • Communicate a “Total Rewards Statement”, to include the perks and benefits of working for Mid Ulster District Council | <ul style="list-style-type: none"> • To continually Increase staff morale. • To continually Increase staff retention within Council. |
| | <p>1.5 Delivery of a programme to develop Talent Management and Staff-Retention within the Council</p> | <p>31/03/2024 (ongoing and to next reporting period)</p> | <p>G Dyson L Carson</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Learning & Development Manager | <ul style="list-style-type: none"> • To provide opportunity for staff to learn and develop within the organisation to reduce staff turnover, increase staff retention, and enable the Council to succession plan, considering | <ul style="list-style-type: none"> • Measure of staff turnover • Measure of staff engagement in learning and development opportunities |

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| | | | <ul style="list-style-type: none"> • People & Performance Officer | <p>age profiles, experience based on workforce data.</p> <ul style="list-style-type: none"> • To compliment a talent management programme with consideration of a mentoring programme. | |
| | <p>1.6 Lead a review on the implementation of the Council's Corporate Plan (2020-2024) and develop a new Corporate Plan commencing 1st April 2024</p> | 31/03/2024 | <p>P Moffett</p> <p>Supported by</p> <ul style="list-style-type: none"> • Community & Strategic Planning Officer | <ul style="list-style-type: none"> • To have identified delivery status of priorities within the current Corporate Plan • Staff and Members involved and informed on the future strategic direction of the Council. • A Corporate Plan reflective of the needs of our district, citizens and customers. | <ul style="list-style-type: none"> • Corporate Plan (2020-2024) Review undertaken. • Corporate Plan (2024-2028) developed and agreed by Council. |
| | <p>1.7 Develop and implement an integrated equality and diversity plan over a 3 yr. period</p> | 31/03/2024 | <p>Head of HR</p> <p>Supported by:</p> <ul style="list-style-type: none"> • OD & HR Manager • HR Business Partners • HR Assistants • Corporate Learning and Development Mgr. | <ul style="list-style-type: none"> • Ensure that the Council meets its legal requirements across all groups protected by current employment equality legislation. • Attract & retain skilled staff. • Promote good equal opportunities practices in development and implementation of relevant integrated policies on a phased 3 yr basis. | <ul style="list-style-type: none"> • Annual Review and reporting of various HR practices, policies and procedures to support equality obligations, workforce development |

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Service Name: Organisation Development, Strategy & Performance

Link to Community Plan Theme:

CMP 4.2 Health & Wellbeing - We have better availability to the right service, in the right place at the right time.

Align to Corporate Plan Theme

Service Delivery: 2.1 We will improve services for our citizens through the development and delivery of an innovation agenda

| Service Objective (What do we want to achieve?): | What are the key 'Business as Usual' activities we will deliver (actions): | By When (Date?) | Service Name /Lead Officers(s) | What difference will it make? (Outcomes/outputs) | How Will we Know? (Measures) |
|---|--|---|---------------------------------------|--|---|
| <p>2.0 To continue to engage and support our citizens through a range of initiatives and communication channels to excel in meeting customer needs and expectations.</p> | <p>2.1 To embed the corporate identity and Council brand by providing Uniforms for Customer Services Teams, Facilities staff and Registration team.</p> | <p>31/12/23 (ongoing and to next reporting period)</p> | <p>A McIlwrath</p> | <ul style="list-style-type: none"> Creates a good first impression for the corporate body and consistent approach across service areas. Assists in creating a 'brand' identity ensuring staff are easily identifiable to the Customer. Demonstrates the Council's commitment to investing in staff. | <ul style="list-style-type: none"> Quotation completed. Phase 1 implemented (Customer Services and Facilities). Phase 2 to have commenced Second phase (Registration Services) Approved by Committees and Council |
| | <p>2.2 To align resources across the Business Support team and Customer Services functions</p> | <p>30/06/23</p> | <p>A McIlwrath</p> | <ul style="list-style-type: none"> More effective use of resources. Allows staff to be agile and interchangeable. | <ul style="list-style-type: none"> Approved by Committee and Council |

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| | | | | <ul style="list-style-type: none"> Upskills staff to become more 'corporate' focused. | <ul style="list-style-type: none"> Resource sharing ongoing. |
| | <p>2.3 To support the Council's digital agenda in improving how we connect and engage with our customers and stakeholders for an enhanced customer experience. To:</p> <ul style="list-style-type: none"> undertake an assessment of existing front-line customer processes within scope of the Business Support Business area across Directorates. Prioritise the high contact customer processes requiring consideration in 2023-24 Undertake process mapping to identify customer services benefits for refining and changing existing processes. Process map out existing 'as is' processes Investigate and develop proposal for an electronic platform accessible to all services with capacity to be used for uploading information to inform Customers Services and Business Support Officers to help address customers queries. | <p>31/03/24 (ongoing and to next reporting period)</p> | <p>A McIlwrath</p> <p>Supported by:</p> <ul style="list-style-type: none"> Comms ICT Ext. Digital Support Partner | <ul style="list-style-type: none"> Helps to establish areas for improvement and create internal efficiencies in the system for the benefit of the customer. Promotes a cross Council review of service area working arrangements. Gives greater flexibility and accessibility of services for the customer – 24/7 access to online services. Leads to more informative and up-to-date information being shared with customers at point of source. | <ul style="list-style-type: none"> Engaged with external digital support partners to map systems and processes to establish baseline of requirements across Directorates. Review undertaken of technologies/ systems with the ability to help improve service delivery from the initial mapping identified. |

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| | <p>2.4 Implement arrangements to embed the Model Complaints Handling Process (MCHP) and develop a digital solution to manage and process complaints across the Council, in line with NI Public Service Organisation (NIPSO) requirements.</p> | <p>31/12/23 (ongoing and to next reporting period)</p> | <p>A McIlwrath</p> | <ul style="list-style-type: none"> • Provides effective management, monitoring and control of complaints. • Adopts a corporate led, consistent and centralised approach to administering complaints handling. • To meet the statutory requirements of the NI Public Service Organisation (NIPSO) • Ensures Council has arrangements in place to responds in a timely manner and in line with NIPSO requirements and standards | <ul style="list-style-type: none"> • Arrangements have been developed and embedded within the Council. • Electronic Solution has been agreed and set to capture complaints data. • Requirements of NIPSO and its compliance framework being met. |
| | <p>2.5 To complete a review of the Council's Customer Service Policy, in line with the Model Complaints Handling Process (MCHP) to:</p> <ul style="list-style-type: none"> • Reflect changes to our complaints handling arrangements within the current Customer Services Policy • Develop and embed Customer Service Standards across the Council | <p>31/12/23</p> | <p>A McIlwrath</p> | <ul style="list-style-type: none"> • Reminds staff and customers of the standards of service and values upheld by the corporate body. • Sets benchmark and holds staff and customer accountable. | <ul style="list-style-type: none"> • Review policy to develop service standards. • Embed across organisation on training and communication. • No. of employees participating in customer service training |

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| | | | | | <ul style="list-style-type: none">• No. of World Host accredited programmes held. |
| | | | | | |

Service Name: Organisation Development, Strategy & Performance

Link to Community Plan Theme:

Align to Corporate Plan Theme

CMP 3.1 Education & Skills - Our People are better qualified & more skilled

Service Delivery: 2.2 We will invest in our people to create a customer-focused, purposeful, skilled, high performing, engaged, healthy and safe work space.

| Service Objective (What do we want to achieve?): | What are the key 'Business as Usual' activities we will deliver (actions): | By When (Date?) | Service Name /Lead Officers(s) | What difference will it make? (Outcomes/outputs) | How Will we Know? (Measures) |
|---|---|--|--|---|---|
| <p>3.0 To expand the Council's learning and development offering in promoting a culture of life-long learning.</p> | <p>3.1 Elected Member Development</p> <ul style="list-style-type: none"> • Undertake Induction training programme for all new Elected Members. • Develop an Elected Member Development Training Programme in conjunction with the EMDWG to continue to equip Members to deliver their roles. • Update Members on Individual Personal development plans. | <p>31/3/23</p> <p>(ongoing and to next reporting period)</p> | <p>E Forde</p> <p>Committee & Member Services Manager</p> | <ul style="list-style-type: none"> • Members will be engaged in developing and participating in relevant and effective training programmes. | <ul style="list-style-type: none"> • Retain Elected Member Development Status and move towards Charter + |
| | <p>3.2 Development of Learning and Development System.</p> <ul style="list-style-type: none"> • Design and generate reports to be extracted from CoreHR and other relevant systems. | <p>30/09/23</p> | <p>S McAleer</p> <p>Supported by</p> <p>People & Performance Officer</p> | <ul style="list-style-type: none"> • That line managers have facility to draw down information on required training per employee. • That line managers and employees have facility to receive alerts on statutory training due for renewal. | <ul style="list-style-type: none"> • No of requests from Managers for learning and development reports by • Reports developed and |

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| | <ul style="list-style-type: none"> Develop functionality within CoreHR to inform employees and managers on training updates and refresher requirements. | | | | <p>embedded with L&D Module</p> <ul style="list-style-type: none"> % no. of staff keeping training within date |
| | <p>3.3 Succession planning by Role across the organisation.</p> <ul style="list-style-type: none"> Apprenticeship levels 2 & 3. Work based Horticulture. Business Admin level 3, Logistics Operations Level 3 and Painting and Decorating Level 3. | <p>31/03/24 (ongoing and to next reporting period)</p> | <p>S McAleer</p> <p>Supported by HR Business Partners People & Performance Officer</p> | <ul style="list-style-type: none"> Delivery of continuity of services within council to manage staff retention and adequate workforce. New business practice being brought forward and developed in how we do things. Continual access to a skilled workforce Development of Apprenticeship Policy with necessary budgetary resources | <ul style="list-style-type: none"> No. of staff with appropriate skills in right place at right time. |
| | <p>3.4 Quarterly Learning and Development Programme.</p> | <p>31/03/2024</p> | <p>S McAleer</p> | <ul style="list-style-type: none"> Support implementation of Skills Strategy NI - Strategic Goal 2 – increase the proportion of the working age population with qualifications at level 2 and above | <ul style="list-style-type: none"> No. skilled staff retained for a minimum of 2 yrs. post-qualification. |
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Service Name: Organisation Development, Strategy & Performance

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| Link to Community Plan Theme: | Align to Corporate Plan Theme |
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| <i>CMP 1.2 Economic Growth - We have more people working in a diverse economy</i> | <i>Service Delivery: 2.2 We will invest in our people to create a customer-focused, purposeful, skilled, high performing, engaged, healthy and safe work space.</i> |
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| Service Objective (What do we want to achieve?): | What are the key 'Business as Usual' activities we will deliver (actions): | By When (Date?) | Service Name /Lead Officers(s) | What difference will it make? (Outcomes/outputs) | How Will we Know? (Measures) |
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| 4.0 To enhance employee engagement whilst improving our staff's health and well-being through a range of initiatives. | 4.1 Roll out of Phase 1 of the Personal Contribution & Support Process (PC&SP) | 31/07/23 (ongoing and to next reporting period) | P Moffett Supported by: T Gwynne S McAleer | <ul style="list-style-type: none"> Feedback received to inform corporate learning and development programme. Feedback received to inform targeted health and wellbeing initiatives. Process starts to become embedded across directorates. | <ul style="list-style-type: none"> No. persons attended learning sessions No. of completed PC&SP engagements between managers and staff |
| | 4.2 Develop and embed a culture of health and wellbeing in the Council | 31/03/2024 (ongoing and to next reporting period) | L Carson HR Business Partner (x1) Supported by: <ul style="list-style-type: none"> Health & Wellbeing Champion | <ul style="list-style-type: none"> Build on a Health & Wellbeing Business Case and Strategy, based on feedback from a Staff Engagement Survey Engage a new Health & Wellbeing Working Group to reflect the recent organisational restructure to promote to reinvigorate engagement across the Council | <ul style="list-style-type: none"> Increased staff morale and engagement Reduced sickness absence Increased presenteeism |

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| | | | (St. Director: Environment) <ul style="list-style-type: none"> • HR Bus Partner Team • People & Performance Officer | | |
| 4.3 Upskill Managers with the skill set to enable and better equip them to manage and engage with their staffing reports, by streamlining processes | 31/03/2024 (ongoing and to next reporting period) | L Carson T Gwynne Supported by: <ul style="list-style-type: none"> • HR Business Partners • HR Assistants • Learning & Development Manager | <ul style="list-style-type: none"> • Will enhance a culture of fairness and openness and transparency. • Will enable a manager to be confident in their ability to manage staff. | <ul style="list-style-type: none"> • Reduce the level of day-to-day support required from HR Dept to managers. • Number formal grievances reduced. • Up-skill programme in place. | |
| 4.4 Delivery of Equality Scheme Commitments of the Mid Ulster District Council Equality Scheme including Delivery of the associated Equality and Disability Action Plans | 31/3/2022 | A McAleer Policy Engagement & Equality Officer | <ul style="list-style-type: none"> • Statutory requirements met and action plan commitments are achieved. | <ul style="list-style-type: none"> • Annual Progress Report submitted to Equality Commission NI | |
| 4.5 Delivery of Rural Needs Action Plan under Rural Needs Act (NI) 2016 <ul style="list-style-type: none"> • Completions of Rural Needs Impact Assessments and | 31/3/2023 | A McAleer Policy Engagement & Equality Officer | <ul style="list-style-type: none"> • Statutory requirements met and action plan commitments are achieved. | <ul style="list-style-type: none"> • Annual Progress Report submitted to Department for Agriculture, Environment and | |

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| | communication with Rural Consultee list. | | | | Rural Affairs (DAERA) |
| | <p>4.6 Health and Well-being Events for staff arranged Development of Programme of Events to support:</p> <ul style="list-style-type: none"> • physical activity, • positive mental health & Well-being • Access to Face-Face Counselling Services for staff | 31/03/2024 | <p>G Dyson</p> <p>Supported by</p> <ul style="list-style-type: none"> • HR & OD Manager • HR Business Partners • HR Assistant | <ul style="list-style-type: none"> • Engagement of staff in health and well-being events. • Support available to staff when required | <ul style="list-style-type: none"> • No. persons attending events • Provision included in Employee Support and Assistance Programme |
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Service Name: Organisation Development, Strategy & Performance

Link to Community Plan Theme:

Align to Corporate Plan Theme

CMP 4.2 Health & Wellbeing - We have better availability to the right service, in the right place at the right time.

Service Delivery: 2.1 We will improve services for our citizens through the development and delivery of an innovation agenda

| Service Objective (What do we want to achieve?): | What are the key 'Business as Usual' activities we will deliver (actions): | By When (Date?) | Service Name /Lead Officers(s) | What difference will it make? (Outcomes/outputs) | How Will we Know? (Measures) |
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| <p>5.0 To support Directorates to make informed and timely decisions on the delivery of services.</p> | <p>5.1 Development and Review of Policies and Procedures. Focus for the period extending to:</p> <p>Policies to be developed:</p> <ul style="list-style-type: none"> • Secondment • Leave • Apprenticeship • Capability • Drugs & Alcohol • Hybrid Working procedure, as part of Flexible Working <p>Policies identified for Review:</p> <ul style="list-style-type: none"> • Disciplinary & Grievance • Management of Overtime • Mangt of Bereavement • Adult safeguarding • Attendance management | <p>31/03/2024</p> | <p>G Dyson</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Learning & Development Manager • People & Performance Officer • HR & OD Manager • HR Bus Partners | <ul style="list-style-type: none"> • Policies and procedures in place that inform and support decision making. • Staff are more engaged and involved in the policy development formulation. • Management, employee and Union relations strengthened. • Development and review of Existing Policies and Procedures in response to legislation, identified risk mitigation measures documented on Council's risk registers and best practice to support service delivery by trained staff and managers. • Management Briefings to implement new or revised policies and procedures | <ul style="list-style-type: none"> • Policies developed and agreed by Council. • Policies reviewed and agreed by Council, as required. • No. of new policies developed and implemented in year. • No. of existing policies and procedures reviewed in year. |

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| | <p>5.2 Develop and roll out next phase of Management Dashboards for Directorates to enable Management Teams to make service delivery decisions based real time people and organisational data</p> | 30/09/2023 | <p>L Carson</p> <p>Supported by:</p> <ul style="list-style-type: none"> • People & Performance Officer • HR Bus Partners | <ul style="list-style-type: none"> • Use of data available to and collected by HR and OD to inform decision making. • Enabling services to be more proactive in planning for areas such as succession planning; measuring sickness absence costs; age profiling and having evidential based recommendations to SMT | <ul style="list-style-type: none"> • Management taking decisions based on real-time data • HR and OD becoming more an enabler for services reducing dependence for support. |
| | <p>5.3 Lead and develop Councils Corporate Performance Management Responsibilities to include:</p> <ul style="list-style-type: none"> • Corporate Performance Improvement Plan (PIP) 2023-24 • Annual Performance Assessment Plan 2022-2023 • Liaise with SMT to identify Corporate Improvement Objectives for 23/24 and 24/25. • Liaise with NIAO regarding performance audit 23/24 • Develop, collate and report quarterly performance to P&R Committee | 31/3/2024 | <p>L Jenkins</p> <p>Corporate Performance & Quality Officer</p> | <ul style="list-style-type: none"> • Demonstrate Councils Duty to Improve through utilisation of Councils Performance Management and Improvement Framework. | <ul style="list-style-type: none"> • Plans Developed and P&R Committee updated regularly. |
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Service Name: Organisation Development, Strategy & Performance

Link to Community Plan Theme:

Align to Corporate Plan Theme

CMP 3.3 Education & Skills - We are more entrepreneurial, innovative & creative

Service Delivery: 2.1 We will improve services for our citizens through the development and delivery of an innovation agenda

| Service Objective (What do we want to achieve?): | What are the key 'Business as Usual' activities we will deliver (actions): | By When (Date?) | Service Name /Lead Officers(s) | What difference will it make? (Outcomes/outputs) | How Will we Know? (Measures) |
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| <p>6.0 To maximise and continue to develop existing systems and processes in line with the Council's digital agenda.</p> | <p>6.1 Work in partnership with our digital agenda partners to undertake a review of internal systems and processes for improvement to include:</p> <ul style="list-style-type: none"> • Recruitment & Selection Modules within existing systems • Expanding the use of the self-service functions within CoreHR, to include password resets. • HR Support Ticketing • Integration of HR Support Ticketing tool to build on current customer service on HR/OD • Developing Learning & Development Module within existing systems • Digital enabled Organisational Charts linked to Council Email Active Directory for real-time charts. | <p>31/03/23</p> <p>(ongoing and to next reporting period)</p> | <p>P Moffett</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Head of HR • Customer Experience Manager • HR & OD Manager | <ul style="list-style-type: none"> • Improving existing processes to create efficiencies to free capacity to deliver other initiatives. • Supporting and embedding opportunities for new ways of doing key tasks • Minimises the operation of duplicate IT systems. • Staff informed and communicated with in a timely manner. • Maximising the use of the Council's Intranet and other online platforms • Integrated management information system with reporting data available to management on a timely basis. | <ul style="list-style-type: none"> • Integrated recruitment & selection module considered. • Reviewed the roll out and introduction of an HR Support Ticketing tool • Uptake of employee use of information on staff Intranet, upskilling employees |

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| | <ul style="list-style-type: none"> Review existing Core HR Operating Procedures Develop Recruitment & Selection Operating Procedures and Statutory Reporting Procedures | | | | |
| | <p>6.2 Review the current arrangements for management and processing of corporate level complaints received, and functionality of the current tool.</p> | <p>31/12/2023 (ongoing and to next reporting period)</p> | <p>P Moffett</p> <p>Supported by</p> <ul style="list-style-type: none"> Customer Experience Manager ICT | <ul style="list-style-type: none"> That arrangements are in place to meet the management organisational needs together with reporting requirements of the NI Public Service Organisation (NIPSO) Reduction in time spent by officers on collecting and reporting on data and statistics to management and NI Public Service Organisation (NIPSO) Maximising the reliability and validity of management data collected and electronically reported on. | <ul style="list-style-type: none"> Review of current arrangements undertaken Decision taken on arrangements to be used for the logging, tracking and responding to complaints across the Council. Process embedded for use. |
| | <p>6.3 To expand the use of the Committee Management Information System (CMIS) in line with Council digital approach, to:</p> <ul style="list-style-type: none"> continue to use and further deploy CMIS across Council. | <p>31/03/24</p> | <p>J McGuckin</p> <p>Supported by:</p> <ul style="list-style-type: none"> Committee Services Manager | <ul style="list-style-type: none"> To digitally transform our service and get the most out of the system. | <ul style="list-style-type: none"> Evident signs of development within system. Minutes/action sheets/declaration of interest register produced on CMIS |

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| | <ul style="list-style-type: none">• Initiate comprehensive use of minute function to produce action sheets. | | | | |
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2.4 RISK MANAGEMENT OF DEPARTMENT/SERVICES

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

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

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

| Risk Ref Number | Description of Risk | Risk Rating | Mitigation Activity |
|-----------------|---|-------------|---|
| 1. | Levels of Sickness Absence: Failure to meet lost time sickness absence target of 5% | 8 | Occupational Health Service and Employee Assistance Support in place. Employee Health and Well-being Programme being further developed in 2023/2024 yr. |
| 2. | Failure to make arrangements for employee weekly and monthly pays and salaries | 8 | Systems and processes in place to ensure standards are met to pass information to Payroll within timeframes. |

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

3.0 OUR STATUTORY CONSIDERATIONS

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

3.1 EQUALITY DUTY

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

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

3.2 RURAL NEEDS DUTY

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