Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

08 September 2022

Dear Councillor

You are invited to attend a meeting of the Policy & Resources Committee to be held in
The Chamber, Magherafelt and by virtual meansCouncil Offices, Ballyronan Road, Magherafelt, BT45 6EN on Thursday, 08 September 2022 at 19:00 to transact the business noted below.

A link to join the meeting through the Council's remote meeting platform will follow.

Yours faithfully

Adrian McCreesh
Chief Executive

AGENDA

OPEN BUSINESS

1. Notice of Recording
   This meeting will be webcast for live and subsequent broadcast on the Council's You Tube site Live Broadcast Link
2. Apologies
3. Declarations of Interest
   Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.
4. Chair's Business

Matters for Decision

5.	Request to Illuminate Council Properties	3 - 4
6.	Member Services	

Matters for Information

7	Minutes of Policy & Resources Committee Meeting held on 7 July 2022	5 - 12
8	Update: Introduction of Autism (Amendment) Act (Northern Ireland) 2022 (Autism legislation)	13 - 16

9	Performance Improvement Annual Assessment Report 2021-2022 - General Duty to Improve	17 - 110

Items restricted in accordance with Section 42, Part 1 of Schedule 6 of the Local Government Act (NI) 2014. The public will be asked to withdraw from the meeting at this point.

Matters for Decision

10. Employment Relations Matter
11. Purchase of Lands at Drumcoo from Dungannon Enterprise Centre - Completion
12. Staffing Matters for Decision
13. Access route Design Fees for lands at Desertcreat
14. Transformation
15. Annual Accounts for 12 Months Ended 31 March 2022
16. Wide Area Network Service Tender Procurement (ABC Council) Update
17. Connecting Pomeroy Update
18. Leisure Services VAT Claim Update

Matters for Information

19. Minutes of Policy and Resources Confidential Committee held on 7 July 2022
20. Staffing Matters for Information
21. Managing Employee Attendance
22. Financial Report for 3 Months Ending 30 June 2022

Report on	Request to Illuminate Council Property – September 2022
Date of Meeting	Thursday 8 September 2022
Reporting Officer	P Moffett, Assistant Director Org. Development Strategy & Performance
Contact Officer	Eileen Forde, Member Support Officer

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

1.0	**Purpose of Report**
1.1	To consider requests received to illuminate and light up the Council's three designated properties to raise awareness for the following: • RVH Liver Support Group – Organ Donation • Hear our Voices – Non Verbal Campaign • Cancer Focus NI – Breast Cancer Awareness Month • DoJ Modern Slavery and Human Trafficking Campaign – Awareness Day • North West Migrants Forum – Black History Month • Disability Action NI – International Day of Disabled Details on request received are set out below.
2.0	**Background**
2.1	The Council has a policy and procedural arrangements in place to facilitate the illuminating/lighting-up of its designated properties from requests made by charitable organisations for charitable causes. The designated properties are the Bridewell, the Burnavon and Ranfurly.
2.2	The policy confirms that requests are considered by the Council's Policy and Resources Committee. Should the scheduling of the committee not permit requests being considered within the timeframes for determination, they can be presented to monthly Council.
3.0	**Main Report**
3.1	The Council has received correspondence from organisations as detailed below requesting that consideration be given to lighting up our three designated council properties. Requests for consideration and recommendation by Committee: • Wednesday 21 September 2022, Organ Donation Week: Pink

	• Friday 30 September 2022, Hear our Voices: Purple, Green • Saturday 1 October 2022, Breast Cancer Awareness Month: Pink & Teal • Tuesday 18 October 2022, Modern Day Slavery & Human Trafficking • Friday 21 October 2022, Black History Month: Red • Saturday 3 December 2022, International Day of Disabled: Purple The policy scope extends to requests made by charitable organisations for the promotion of its charitable cause on a given date or set of dates.
4.0	**Other Considerations**
4.1	**Financial, Human Resources & Risk Implications**
	Financial: Not applicable
	Human: Not applicable
	Risk Management: Not applicable
4.2	**Screening & Impact Assessments**
	Equality & Good Relations Implications: Council policy and procedural arrangements have been referred to.
	Rural Needs Implications: Not applicable
5.0	**Recommendation(s)**
5.1	That the Committee considers making recommendation to light up the designated properties on the dates specified to mark: • Wednesday 21 September 2022, Organ Donation Week: Pink • Friday 30 September 2022, Hear our Voices: Purple, Green • Saturday 1 October 2022, Breast Cancer Awareness Month: Pink & Teal • Tuesday 18 October 2022, Modern Day Slavery & Human Trafficking: Red • Friday 21 October 2022, Black History Month: Red • Saturday 3 December 2022, International Day of Disabled: Purple
6.0	**Documents Attached & References**
	Not Applicable

Minutes of Meeting of Policy and Resources Committee of Mid Ulster District Council held on Thursday 7 July 2022 in the Council Offices, Circular Road, Dungannon and by Virtual Means

Members Present	Councillor Buchanan, Deputy Chair Councillors Ashton, Cuddy, Gildernew*, Kearney*, S McGuigan, S McPeake*, Molloy* and Quinn
Officers in Attendance	Mr McCreesh, Chief Executive** Mr Black, Strategic Director of Communities & Place** Mrs Canavan, Strategic Director of Organisation Development, Strategy and Performance (SD: ODSP) Mr Kelso, Director of Public Health & Infrastructure** Mr Tohill, Strategic Director of Corporate Service and Finance (SD: CSF) Ms Mezza, Head of Marketing and Communications** Ms McNally, Assistant Director of Finance, Legal, Governance and Transformation** (AD: CSF) Mr O'Hagan, Head of ICT Mrs Forde, Member Support Officer Ms McKinless, Planning

* Denotes members present in remote attendance
** Denotes Officers present by remote means
*** Denotes others present by remote means

The meeting commenced at 7.01pm

The Chair, Councillor Buchanan welcomed everyone to the meeting and those watching the meeting through the Live Broadcast. Councillor Buchanan in introducing the meeting detailed the operational arrangements for transacting the business of the committee in the chamber and by virtual means, by referring to Annex A to this minute.

PR132/22 Notice of Recording

This meeting will be webcast for live and subsequent broadcast on the Council's You Tube site.

PR133/22 Apologies

Councillor Doris, Forde, S McAleer, McKinney and McLean

PR134/22 Declarations of Interest

The Chair, Councillor Buchanan reminded Members of their responsibility with regard to declarations of interest.

PR135/22 Chairs Business

None

Matters for Decision

PR136/22 Request(s) to Illuminate Council Property – July 2022

The Strategic Director: ODSP presented previously circulated report which considered requests to illuminate/light up the Council's three designated properties to raise awareness of and mark;

- Sunday 4 September 2022, Relationships Week: Blue and Orange

Councillor Cuddy requested more background to requests going forward.

The Chair, Councillor Buchanan said the information was contained on the website.

The SD: ODSP advised she would advise the AD: ODSP of the request.

Proposed by Councillor Quinn
Seconded by Councillor Cuddy and

Resolved That it be recommended to Council to illuminate the three designated Council properties as follows –

- Sunday 4 September 2022, Relationships Week: Blue and Orange

PR137/22 Member Services

None

Matters for Information

PR138/22 Minutes of Policy and Resources Committee held on Thursday 9 July 2022

Members noted Minutes of Policy and Resources Committee held on Thursday 9 July 2022.

PR139/22 Annual Council Equality Progress Return for Equality Commission for NI

Members noted the content of the report.

Councillor Cuddy reflected on the report and said there had been much debate regarding minority communities but his party grouping at Council did not believe they were being heard, yet the Good Friday Agreement refers to everyone being valued.

He stated in the legacy council of Dungannon parties had progressed things together. He drew attention to the fact that the report was seeking more input by minority groupings and as a party the UUP in Council would like to establish a better way forward. Councillor Cuddy said his party referred to the working group as the 'bad relations working group' as decisions were voted on and being a minority they lost, so therefore deemed the group a waste of time. He said it should not be about winners and losers but all should be winners and all opinions taken on board.

Councillor Gildernew referred to Councillor Cuddy's reference about the legacy Dungannon council and concurred there was a different way of working as all had been neighbours but the new Council was a much larger organisation. He posed the question, 'What did the UUP want Council to do more than what it was already doing?'

Councillor Cuddy said that legacy Dungannon had also been nationalist controlled during his time and he had no difficulty working with his colleagues on it as when there was differences Members met in a break out room and found ways to resolve them. He highlighted that if you were in a party of 17 your vote would win. He said there was much common ground but the current ways of working are hurtful and unlike Dungannon days all did not receive a 'fair share of the cake.' He said that sometimes the views of the unionist community are ignored and he would like to find a better way to deal with issues. He said the Good Relations working group hasn't delivered for unionists and whilst he did not blame Councillor Gildernew or Sinn Féin as he respected the majority but it should not be the winner takes all. He concluded his desire was that all should play a part moving forward.

Councillor S McPeake stated that the description of the working group as the 'Bad Relations Working Group' says it all as the Good Relations Working Group at Council is there to help minorities. He referred to the Irish Language policy and stated that the Council had looked at best practice in Europe and yet the Councillor often opens debate with he has no problem with it but the statement is then followed with negativity. Councillor S McPeake concluded that if Councillor Cuddy wanted to have the discussions he should be in the forum.

Councillor Cuddy said in the past the signage was large English, medium sized Irish and small Ulster Scots which had caused no issue. He said upwards of 90% of the population used English as their first language yet signage had to be Irish first, English second and said it was always 'nationalist way or no way' and reiterating that the unionist opinion was not taken on board. He expressed a desire for the future that the four main parties sit down and look at all options. He concluded that the people he represented felt like Council was not listening to their opinions.

Councillor Molloy said the debate was verging on a party-political discussion. He added that Development Committee, of which he was a member, regularly reflected on equitable spend across the Mid Ulster community be it on culture or sporting activities. He concluded Council was doing good work and said applications had been received from all cultures citing examples of the Queen's Platinum Jubilee and the Decade of Centenaries all of which celebrate culture.

Councillor Ashton said that she wouldn't dwell on the debate as a lot had already been covered but emphasised that her community felt there wasn't equality, as for example the recent Jubilee event at Ranfurly House took a lot of effort for it to be organised. She stated there had been no additional funding for the Jubilee celebrations which was a major occasion, so communities had to make a choice either an event for the Jubilee or a regular community event both of which they had to run themselves. Councillor Ashton concluded that it had to be acknowledged that nationalist community celebrations appeared to be passed easily which should be reviewed.

Councillor Gildernew said that we were beyond two communities, it was one community in a small corner of Ireland and we all needed to work together. He urged unionists to return to the Good Relations Working Group.

PR140/22 Organisation Development Strategy & Performance – Service Plan 2022/23

Members noted content of the report

Local Government (NI) Act 2014 – Confidential Business

The live stream ended at 7.23 pm

Proposed by Councillor Quinn
Seconded by Councillor S McGuigan and

Resolved In accordance with Section 42, Part 1 of Schedule 6 of the Local Government Act (NI) 2014 that Members of the public be asked to withdraw from the meeting whilst Member consider items PR141/22 to PR152/22.

Matters for Decision

PR141/22 Council Organisational Restructuring
PR142/22 Digital Transformation Strategy
PR143/22 Staffing Matters for Decision
PR144/22 Leisure Services VAT Update
PR145/22 Council Insurances
PR146/22 Contract Price Increases
PR147/22 Staffing Matters - Apprenticeship Opportunity
PR148/22 Property Update Report
PR149/22 Local Government Northern Ireland Mapping Agreement (NIMA)

Matters for Information

PR150/22 Policy and Resources Committee Confidential minutes of meeting held on 9 June 2022

PR151/22 Staffing Matters for Information
PR152/22 Planning System Update June 2022 & Demonstration

PR153/22 Duration of Meeting

The meeting commenced at 7 pm and concluded at 8.55 pm

Chair _____

Date _____

Annex A – Introductory Remarks from the Chairperson

Good evening and welcome to the Council's [Policy & Resources/Environment/ Development] Committee in the Chamber, [Dungannon/Magherafelt] and virtually.

I specifically welcome the public watching us through the Live Broadcast. The Live Broadcast will run for the period of our Open Business but will end just before we move into Confidential Business. I let you know before this happens.

Just some housekeeping before we commence. Can I remind you:-

- If you have joined the meeting remotely please keep your audio on mute unless invited to speak and then turn it off when finished speaking
- Keep your video on at all times, unless you have bandwidth or internet connection issues, where you are advised to try turning your video off
- If you wish to speak please raise your hand in the meeting or on screen and keep raised until observed by an Officer or myself
- Should we need to take a vote this evening I will ask each member to confirm whether they are for or against the proposal or abstaining
- When invited to speak please introduce yourself by name to the meeting
- For any member attending remotely, if you declare an interest in an item, please turn off your video and keep your audio on mute for the duration of the item
- If referring to a specific report please reference the report, page or slide being referred to
- Lastly, I remind the public and press that taking photographs of proceedings or using any means to enable anyone not present to see or hear proceedings, or making a simultaneous oral report of the proceedings are not permitted

Thank you and we will now move to the first item on the agenda - apologies and then roll call of all other Members in attendance.

Report on	Update: Introduction of Autism (Amendment) Act (Northern Ireland) 2022 (Autism legislation)
Date of Meeting	8th September 2022
Reporting Officer	Philip Moffett, AD Organisational Development, Strategy and Performance
Contact Officer	Ann McAleer, Corporate Policy and Equality Officer

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

1.0	**Purpose of Report**
1.1	The purpose of this report is to update Members on recent updated legislation relating to Autism, in the context of updated legislation which passed the NI Assembly in the form of the Autism (Amendment) Act (Northern Ireland) 2022.
2.0	**Background**
2.1	Council has previously carried motions, two within the current mandate, relating specifically to the introduction of quiet hours as part of our services for those requiring them and specifically on calling upon enhancing autism funding and support services within the district. These motions were in 2019 and 2021, respectively.
2.2	This is an update paper to provide an indication of some of the activity which has been ongoing in this area.
2.2	In the ongoing development and delivery of our services the council continues to be mindful of our commitments in ensuring they're as inclusive as possible for those with autism, their families and carers. The following provides a summary of some of the steps and actions we've undertaken. • An individual with Autism has been employed by the Council, for a period of 3 months, on an employment programme with the aim of providing practical employment experience in their area of third level education • Employers for Disability has provided Autism Awareness Training for 30 staff across two sessions to skill up those particularly within customer facing roles • Council's Policy and Equality Officer completed a CACHE Level 2 Awareness Course through the Magherafelt based Empower Programme and has also

	joined the Northern Trust's ASD Forum which meets quarterly, with access to a member's forum for comments/advise. • Mid Ulster Disability Forum (the Council's Disability Advisory Group) has increased membership of Autism Support Organisations. It now includes and works directly with Sunflower Support, Tobin Centre, Empower and AUsome Kids as well as the Education Authority Youth Included programme which welcomes all neuro diverse conditions as part of it • Our Parks section is actively exploring the delivery of Forest School sessions for children with autism as part of their programme offering • Burnavon Arts & Cultural Centre has achieved an Autism Impact Award and offered summer activities for children which cater for children with various additional needs, including ASD. ASD friendly Workshops which are being scheduled throughout the year are being organised as part of Halloween Crafts and our Fun Days • Seamus Heaney HomePlace also run play and craft events and activities suitable for children with SEN, including ASD • Hill of the O'Neill & Ranfurly House offer a quiet hour of arts activity prior to their corporate events, for example, Easter; Halloween and Christmas. • Online Just a Minute Training (JAM Card) is being made available to customer facing staff. The initiative supports individuals with autism (and other types of neurodiversity) and their carers to access a Council service while discreetly requesting support if it is required. • Parks section, OM Dark Skies and the Bridewell, Magherafelt have all recently completed Autism Impact Award training and should be in receipt of their Autism Impact Award and plaques in the coming weeks • The Council promotes Autism Awareness Week across its social media platforms • A sensory audit has been completed of Council's leisure services with recommendations for changes to be made to make the centres more accessible for customers with autism. Suggestions have included making social stories etc available. • Leisure services provide an Autism Activity Club for 6-12 years in 4 centres across the district and have provided taster sessions for Quiet Hours for swims and soft play. The sessions were developed in consultation with local autism support groups. • The Events team have purchased sensory equipment to facilitate quiet and sensory spaces during corporate events

	• An initial meeting has been held with a provider the 'sensory sprint' space (the Cubbie) that offers regulation space for individuals with autism. It is being considered by some Councils as an alternative to quiet space/rooms
3.0	**Main Report**
3.1	The original Autism Act became law in 2010. It focused on 2 specific areas: • Amending the Disability Discrimination Act 1995 so as to resolve any ambiguity as to whether the term "disability" applies to autistic spectrum conditions; and • By requiring the preparation and implementation of an autism strategy
3.2	The Autism Act has now been updated and strengthened in the shape of the Autism (Amendment) Act (Northern Ireland) 2022, adding the following additional requirements: • *"4B) The autism strategy must set out how the Department is to make provision for an autism support and early intervention service.* • *(4C) The autism strategy must set out how the Department is to make provision for an autism information service which is accessible (both in person and remotely) by; (a) persons with autism; (b)the families and carers of persons with autism, and (c)professionals working with persons with autism, and their families and carers.* • *(4D) The autism strategy must set out how the needs of adults with autism will be addressed, including in particular their needs in respect of—* *(a) lifelong learning,* *(b) employment support,* *(c) recreation,* *(d) physical health,* *(e) emotional and mental well-being,* *(f) supported living, and* *(g) housing.* • *(4E) The autism strategy must set out how the Department will reduce waiting times for autism assessment and treatment services provided by HSC trusts."*
3.3	The Autism Co-ordinator for the NHSCT has indicated that it is very early days, but the Department for Health is currently exploring how the requirements of the legislation will be implemented and the associated actions will form the basis of an Autism Strategy (2023-2028) expected to be published next year.
3.4	As set out in Section 2.0 (above) Council has responded to service need and introduced services in help meet the needs of individuals who have autism as well as ensuring that staff have completed appropriate training. Therefore, this

	amended legislation does not equate to any immediate changes to service delivery.
3.4	The amended legislation, however, means that the Council should be cognisant of the design and delivery of its services within and across Directorate in considering the needs of people with Autism. This could require further adjustment to Council service delivery going forward.
4.0	**Other Considerations**
4.1	**Financial, Human Resources & Risk Implications**
	Financial: None
	Human: None
	Risk Management: None
4.2	**Screening & Impact Assessments**
	Equality & Good Relations Implications: Currently there are no specific actions to equality screen.
	Rural Needs Implications: Currently there are no specific actions to conduct a Rural Needs Impact Assessment.
5.0	**Recommendation(s)**
5.1	It is recommended that Members note the amended Autism legislation, work being undertaken in this area for service users and the potential impact that it is likely to have on the design and delivery of Council services in the future.
6.0	**Documents Attached & References**
6.1	N/A

Report on	Performance Improvement Annual Self- Assessment Report 2021-2022: General Duty to Improve
Date of Meeting	8th of September 2022
Reporting Officer	P Moffett, Assistant Director - Org. Development, Strategy and Performance
Contact Officer	L Jenkins, Performance & Quality Officer

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

1.0	**Purpose of Report**
1.1	To inform members on the progress made towards discharging its General Duty to Improve under Part 12 of the Local Government (NI) act 2014 by way of an annual self-assessment report 2021 to 2022.
2.0	**Background**
	Council Discharging Duties under the Local Government Act (NI) 2014
2.1	Council has a general duty to make arrangements to secure continuous improvement and to account for it under the 2014 Local Government (NI) Act. The purpose of this report is to present a summary of Council performance at the end of year 2021/22, based on statutory performance indicators, outlined in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015, as well Corporate Health Indicators.
2.2	The annual assessment report includes progress made against Council's annual performance improvement plan (PIP). This plan is published each year before the 30th of June 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 (i.e. Annual Assessment Report). The annual assessment complies with departmental guidance under the Act and is published before the 30th of September each year. This annual assessment report for 2021/22 is attached in Appendix One.

2.3	Our work is scrutinised by the Northern Ireland Audit Office to ensure we use public money effectively to deliver benefits to our communities. Council has ensured that this annual report presents progress and performance for the year in a fair and balanced way. Where our services and activity continue to be affected by the Covid-19 pandemic, this has been highlighted within the report.
3.0	**Main Report**
	Council's Annual Overall Assessment of Performance 2021 to 2022
3.1	During 2021 to 2022, many Council services operated as normal with services embracing hybrid working to ensure the delivery of our services. As a result of the continuing restrictions in response to Covid-19, 2021/22 was again a year with large variations across communities. Services were also operating at different levels, with many opening at reduced capacity in adherence to Government Guidance in respect of legislative restrictions, which were continually reviewed and approved by the Northern Ireland Executive during 2021/22.
3.2	As a result, comparative changes in indicator values within this year's annual assessment when compared to results from previous years should be taken in this context, given the impact and extenuating circumstances of the pandemic.
	Corporate Health Indicators
3.3	The Council continues to perform well across many of the Corporate Health and Service indicators in what has been again another challenging year. In the remaining areas where there is scope for building on levels of performance, services are assessing targets as part of plans for re-building. Departments will continue to closely monitor progress and take appropriate action.
3.4	Some targets could not be set for some of the Corporate Health Indicators for the year 2021-22 and indicator values would be viewed as continuing to establish baselines and reset for the period 2022-23 moving forward; regarding recovery and building out of the pandemic, while working towards achieving previous performance levels, particularly in areas where our services continued for some time during the year to be impacted by the restrictions of Covid.
	Statutory Performance Indicators, Prompt Payments and Absenteeism
3.5	In relation to the statutory jobs promoted target, resulting in 163 jobs in Mid Ulster during 2021 to 2022, this slightly exceeded the EU Programme target of 158 jobs promoted, but not the statutory target (set in 2015 at 210 jobs promoted p.a.) and

	is up from last year's total of 132 jobs promoted in 2020 to 2021.Had the proposed new amended standard of 153 jobs promoted been in place in year (arising from new legislation), the target would have been achieved.
3.6	Mid Ulster's planning performance measures saw the pandemic continue to have an impact on planning activity/processing, similarly to other Councils. This was also re-iterated from regular feedback received by the Department from planning authorities. In addition, the planning portal was temporarily inaccessible to planning staff for periods during January and February 2022 which was likely to have impacted processing capabilities, and again caution should be used when comparing with other time periods. Council utilised the latter part of 2021/22 to configure the new Mid Ulster planning portal, which went live on the 22nd of June. The remaining 10 Councils expect their collaborative system to be implemented in Autumn 2022.
3.7	In referring to the corporate indicators which the Department for Communities advised that councils should benchmark against. Council continued to achieve robust performance results across areas, including maintaining excellent household recycling rates and remains a local government leader in ensuring prompt payments to suppliers of works and or services.
3.8	While sickness absence figures rose in 2021/22, in relation to the previous year's figures, it must be remembered that during 2020/21 large swathes of service provision was closed, staff furloughed, and vulnerable staff were shielding. The legacy of Covid has impacted our staff in relation to waiting lists for various conditions and again caution should be applied when comparing successive year's performance measures.
	Councils Four Improvement Projects
3.9	The four improvement projects within the two-year Performance Improvement Plan 2021/22 to 2022/23 have made steady progress against the completion of activities and associated measures within the first year. The project achievements were made against the backdrop of the continuing challenges faced due to the ebbs and flows of the pandemic's transmission rates and the associated changing legislative requirements placed on Council services and the wider community.
3.10	The Capital improvement project made steady progress against the capital programme, however due to the Council re-structure, Senior Management has sought more development time in relation to the development of new capital programmes procedural guidance and any associated learning and development programmes which was part of this area of work. This has not delayed the delivery of our wider capital programme.

4.0	**Other Considerations**
4.1	**Financial, Human Resources & Risk Implications**
	Financial: N/A
	Human: N/A
4.2	**<u>Screening & Impact Statements</u>**
	Equality & Good Relations Implications: N/A
	Rural Needs Implications: N/A
5.0	**Recommendation(s)**
5.1	That members' review, note and comment as appropriate on the council's attainment as to performance reported on within its Annual Self-Assessment Report 2021 to 2022, under Part 12 of the Local Government (NI) Act 2014
6.0	**Documents Attached & References**
	Appendix One : Mid Ulster District Council's Annual Assessment Report 2021-22

Mid Ulster District Council

Annual Self-Assessment Report 2021 – 2022

August 2022

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Foreword

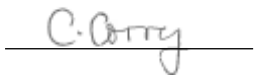
Welcome to the 2021 to 2022 Annual Performance Self-Assessment Report for Mid Ulster District Council. This report outlines the progress Mid Ulster District Council is making towards delivering its Improvement Objectives set out in the two year Performance Improvement Plan 2021-2023. The report reflects on the achievements we have made in the first year, the challenges that we have faced and the lessons that have been learned.

The Annual Performance Self-Assessment Report is not intended to provide an exhaustive list of everything we have completed over the past year. It is intended to provide a summary and a range of different examples of work we have undertaken in relation to performance improvement in a visual and digestible way for our audiences.

It is said necessity is the mother of invention. For local government, the intense necessity and challenge of the past few years most definitely led to unprecedented invention and innovation. At the start of 2021 to 2022, we set four ambitious Corporate Improvement Objectives, relating to regeneration through capital programme development, digitally transforming services, creating cleaner neighbourhoods and improving resilience to climate change; with some key priority areas to deliver against. As we build out of the pandemic, we continue to work in partnership with our partners, stakeholders, and communities to successfully deliver improvements.

It was also a year in which we emerged out of Covid restrictions, but still felt some of the challenges. Whilst the Coronavirus is still with us, we are all trying to live with it and return our lives to some kind of normality.

Despite all of the tests that 2021 and 2022 brought, and further challenges we have yet to face, there will also be opportunities that we will need to embrace as an organisation, as we move into the renewal phase, and the pandemic abates, we will continue to work through the long terms impacts of the last two years.



Councillor Córa Corry
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 2021-22, based on Council's progress against its Performance Improvement Plan (PIP) 2021 to 2023, statutory performance indicators, as outlined in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015, as well Corporate Health Indicators.

The PIP plan is 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.

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.

The four improvement objectives for 2021 to 2022 look at how we contribute in reducing activities that impact the environment; ensuring Mid Ulster is more connected digitally; as well as creating cleaner neighbourhoods and how we can continue to contribute to the ongoing regeneration of our district.

2.0 Emerging through COVID-19 restrictions

The start of April 2021 saw some restrictions remain in place, however they began to ease allowing some of our own services to resume, such as bookings for outdoor sports facilities e.g. pitches, bowling greens and tennis courts. There continued to be a steady relaxation of the regulations, allowing us to open up more of our services and to return safely to our normal working arrangements and locations, by

the end of April, gyms and swimming pools re-opened (commencing with individual activities only).

The end of April also saw ‘self-contained tourist accommodation’ re-opening for individual households for overnight stays and this applied to our caravan parks. Towards the latter part of May 2021, indoor visitor attractions were allowed to re-open and this allowed Council to put measures in place confirmed arrangements for our tourism and cultural venues to re-open, including The Hill of The O’Neill and Seamus Heaney HomePlace. In line with the Regulations which were in place since 26th December 2020, staff who could work effectively from home continued to provide services without interruption. With the legislative requirement to ‘stay at home’ relaxed, Council once again began to return to normal working locations from Monday 26th April 2021.

The Executive announced towards the end of September 2021 that the legal requirement to socially distance in retail and indoor visitor attractions had been removed, as well as in indoor seated venues such as theatres, concert halls and cinemas. Other mitigations would remain in place to help ensure everyone’s safety, including hand sanitising, good ventilation and in the case of indoor seated venues, proof of vaccination, a negative lateral flow test or proof of immunity, were also being advised. The wearing of a face coverings remained a legal requirement in these settings. While this change meant that Council could plan to open the theatre and performance venues to full audiences once more.

The Executive continued to progress easing Covid restrictions into the start of the new year in 2022, notably in relation to the minimum self-isolation period for people testing positive for Covid-19 reducing to 5 full days, subject to negative lateral flow tests on days 5 and 6 of their isolation, the guidance on working from home reverting to working from home ‘where you can’, with employers encouraged to facilitate this.

The legal requirement to show COVID status certificates continued to apply in relation to nightclubs and indoor unseated or partially seated events with 500 people or more. For other settings, while no longer required, guidance was strongly encouraged for their continued use. In workplaces the requirement for offices to

take reasonable measures for 2 metre social distancing was removed. Guidance, however, remained in place for risk assessments to be carried out.

By the start of spring 2022 Stormont's Health Minister having taken advice from the Chief Medical Officer; consideration of legal advice from the attorney general and consultation with all ministerial colleagues, had decided to ditch all Covid restrictions and move to guidance only. What followed and continues to do so, is the general publics' and the economy's move away from an emergency and legalistic framework to a new approach where making safer choices would become embedded in our daily lives.

2.1 Living with Covid

Pandemics tend to take two to three years to run their cycle. As we learn to "live with Covid" we also need to continue to prevent, contain and manage its impact. The coming years will provide a tough fiscal climate of post COVID-19 economic recovery and unprecedented service demand pressures. We recognise that many of the challenges we face cannot be delivered by a single agency alone. We are proud of our work with the other district and borough councils and with other public sector organisations and communities to transform services, drive innovation and improve outcomes. We are optimistic about the future; however, our services are facing considerable challenges.

We are constantly evolving as a public service organisation, reflecting the priorities of our communities and adapting the services we provide through innovation and best practice to ensure we continue to support Mid Ulster, drive prosperity and respond to the climate emergency. It is good to reflect on what we have achieved, but we need to carry on challenging ourselves to change, modernise and innovate.

We have more to do as a Council, and with partners, to deliver even better outcomes. We are working intensively on our transformation programme to give us the necessary structure to meet the needs of the people we serve. The programme of work will lead us to a place where we can be confident that we are making the best decisions at the right time and while continuing to build strong foundations.

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

3.1 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. This section highlights how Council has embedded its duty to improve within its performance management framework and governance arrangements.

3.2 Definition of Improvement within 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.

3.3 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 Stormont Executive 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.

3.4 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 diagram - Mid Ulster District Council's Strategic Planning Framework page 12).

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. A good example of this happened in 2020, when 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 and the subsequent 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 2021 to 2022 were developed by Heads of Service with their teams and taken through each services' respective committee for approval and Council for ratification.

The Council's performance management framework is set against the statutory background of Part 12 of the Local Government (NI) 2014 Act, where Council undertakes the following:

- Issue an Annual Corporate Performance Improvement Plan (PIP)
- 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 - Mid Ulster District Council's step approach to managing performance page 13).

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. The diagram below outlines Mid Ulster District Council's (MUDC) Strategic Planning Framework (Golden Thread**)**

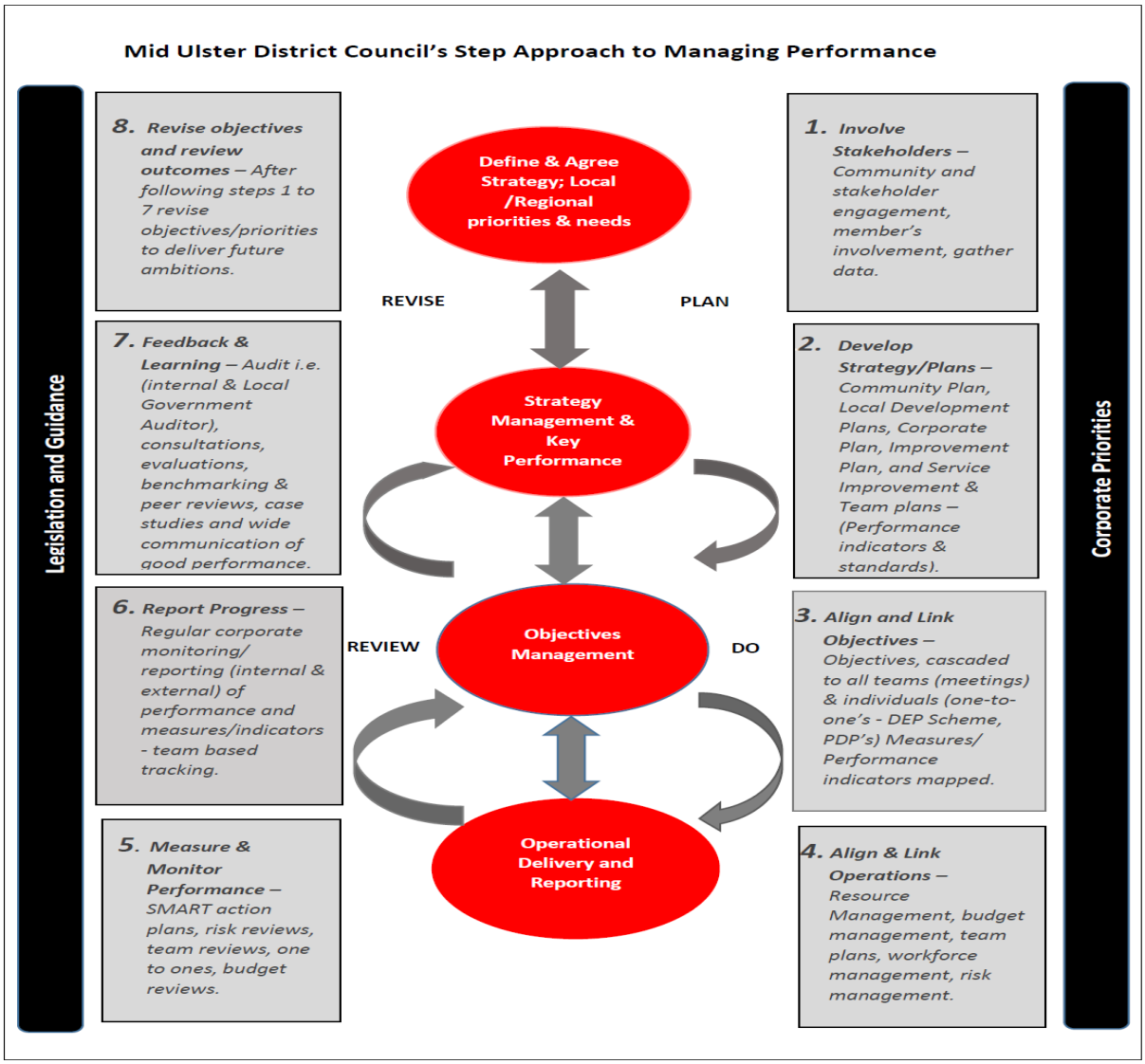
Diagram – MUDC's Strategic Planning Framework



3.5 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 figure below outlines Council's Step Approach to Managing Performance.



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. 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. 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 table Mid Ulster's Community Plan Theme and Outcomes below), 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, there are 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. 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.

Table - Mid Ulster's Community Plan Themes and Outcomes

Community Plan Theme	Community Plan Outcomes
1. Economic Growth	• 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

Community Plan Theme	Community Plan Outcomes
2. Infrastructure	• 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	• 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	• 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	• 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.

3.6 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 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.

3.7 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).

Whist 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

3.8 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 the service's respective committees annually. An annual retrospective overview of the previous year's performance (service review) is detailed in the annual service plan.

3.9 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 have 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/six month 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.

3.10 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 Developing Our Improvement Plan Objectives

4.1 Setting Our Improvement Objectives

The Council's Policy and Resources Committee oversaw the development of the two-year Performance Improvement Plan (2021/22 – 2022/23) to ensure the plan's publication as soon as practicable following the 1st April 2021, in line with Department for Communities guidance.

The process of developing the Council's improvement objectives involved engagement between Senior Management, Heads of Service and the Democratic Services Team. This engagement identified potential areas for improvement across the council from which, four proposed improvement objectives where identified for consideration and approved by elected members as a focus for continuous improvement – the table below outlines Council's Improvement Objectives 2021 - 2023.

Table – Council's Improvement Objectives 2021-2023

Number	Objective
One	Mid Ulster District Council will seek to reduce the environmental impacts of our own activities and will contribute to the improvement of the wider environment through local action.
Two	We will ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them
Three	To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment
Four	We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people

To lead the delivery of our improvement objectives council has established project teams to drive the objectives forward; under the direction of a Senior Responsible Officer (SRO) from Assistant Directors/Heads of Service, appointed by the Chief Executive.

The proposed improvement objectives, rationale and associated links to the Community and Corporate Plan were considered and approved by elected members at their March 2021 Policy & Resources committee meeting for public consultation.

The outcome of the consultation undertaken throughout March to April 2021, and a report on the final improvement objectives were considered by Senior Management, and subsequently considered by elected members for approval at their April 2021 Policy & Resources Committee before being considered by Council.

4.2 Consultation

Consultation undertaken on our proposed improvement objectives, rationale for their inclusion and associated activities for the period of the plan, was undertaken from Thursday the 11th of March to Thursday the 22nd of April 2021. Our consultation involved a survey made available for completion and submission online and by post to the council.

To ensure maximum engagement, the process was promoted through a variety of communication channels including; council social media outlets, internal staff meetings, and the council website. Fifty-five responses were received in relation to the consultation.

4.3 What the Consultation told us

- **91 % of respondents agreed with objective one**: - *Mid Ulster District Council will seek to reduce the environmental impacts of our own activities and will contribute to the improvement of the wider environment through local action.*

- **82% of respondents agreed with objective two**: - *We will ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them.*

- **94 % of respondents agreed with objective three**: - *To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment.*

- **89 % of respondents agreed with objective four**: - *We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people*

With such significant support for the four proposed improvement objectives, together with additional commentary provided, the council has developed its 2021-2022 to 2022-2023 Performance Improvement Plan around them. When reviewed, respondent commentary did not warrant the removal, amendment to or addition to the objectives proposed. The additional commentary and views provided from consultees is informing our wider improvement activity across services.

5.0 Council's Self-assessment of the Performance Improvement Objectives - Projects

5.1. Self-Assessment of Corporate Improvement Projects 2021/22

The following sections review and gives a progress commentary under each of the Council's four improvement objectives in tabular format with associated narrative. The improvement objectives, provides a summary of what the council sought to achieve, how well the Council has performed.

The following tables also set out and refer to the improvement aspects, community plan and corporate plan themes, which align and link to the improvement activities/measures.

Where some actions/measures have deviated from plan due to the Covid-19 pandemic, this has been highlighted in the following tables. The achievement status of each is presented on the basis of: Fully Achieved, Substantially Achieved, Partially Achieved or Not Achieved as explained below – refer to Legend for self-assessment (evaluation) of Council's four improvement project's performance page 22.

Legend for Self–Assessment (evaluation) of Council's Improvement Project's Activities/ Performance.

Evaluated As	Explanation
Fully Achieved	All actions and measures were achieved
Substantially Achieved	Actions and measures mostly achieved, one or two falling marginally short of planned targets
Partially achieved	Some actions and measures were achieved
Not achieved	Actions and measures were not achieved as planned
Re-prioritised	No longer deemed a priority by Senior Management in year (refer to individual contexts)

Improvement Objective One

5.2 Objective One: Mid Ulster District Council will seek to reduce the environmental impacts of our own activities and will contribute to the improvement of the wider environment through local action.

"I agree with Objective One on the basis that as a young person, how we treat the environment will have repercussions for myself and generations after me. I believe therefore, that it is important we act now and don't treat it like it isn't a top priority*…"*

(Mid Ulster Councils Corporate Improvement Objectives Survey Excerpt; April 2021)

Lead Officer: Head of Environmental Services.

Why have we chosen this Improvement Objective?

As we navigate through and ultimately emerge into a post-pandemic era, how we reshape our world will have key implications for our ability to address climate change this decade. The global response to the Covid-19 crisis has had little impact on the continued rise in atmospheric concentrations of CO_2, says the World Meteorological Organization (WMO). In 2020 carbon emissions, fell dramatically due to lockdowns that cut transport and industry severely (carbon emissions fell by 17% at their peak), but this only marginally slowed the overall rise in concentrations, the scientists say[1] and the overall effect on concentrations has been very small.

Climate change has been recognised internationally as the most important environmental challenge that we currently face it is a large scale, long-term shift in the Earth's weather patterns and average temperatures. Scientific consensus recognises human activity[2] as a major cause of recent unprecedented warming and climate projections show that past, current and future gas emissions will influence the climate for decades. The Climate Change Act, passed in 2008, committed the UK to reducing greenhouse gas emissions by at least 80% by 2050 when compared to 1990 levels. This approach has now been used as a model for action across the world, and is mirrored by the United Nations' Paris Agreement. The next world climate summit (COP26) was held in Glasgow towards the end of November 2021 and during the last 11 years, the Summit has become a key platform for connecting markets with policies, to flatten the climate curve[3].

The intergovernmental panel on climate change predicts increases in extreme weather events over the twenty first century and attributes this to a result of greenhouse emissions and rising surface temperatures. The latest U.K Climate Change projections (UKC P18)[4] predict that Northern Ireland will experience warmer, wetter winters and hotter drier summers by the 2050's, with extreme weather events becoming more frequent[5].

We recognise the key role and contribution that the Council has in supporting and promoting local actions and local people, businesses and partners in the move to a low carbon future. Taking action to protect the environment for future generations is a priority for Mid Ulster and is recognised in the Districts Community Plan and Corporate Plan. We care about the environment and understand our legal duty to

protect it. We seek to minimize the environmental impacts of our own Council activities and work with other partners and stakeholders to protect and enhance our local environment. Subject to procurement regulations, we can also choose to buy local produce, which not only supports our local economy, it also reduces carbon emissions from freight transport and travel. Climate change is a collective issue and we can all make changes to our lifestyles to reduce the impact on the environment.

1. https://library.wmo.int/index.php?lvl=notice_display&id=21795#.YCJTnzFxc2w
2. https://climate.nasa.gov/scientific-consensus/
3. https://www.worldclimatesummit.org/
4. https://www.metoffice.gov.uk/research/approach/collaboration/ukcp/download-data
5. https://www.theccc.org.uk/wp-content/uploads/2016/07/UK-CCRA-2017-Northern-Ireland-National-Summary.pdf

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

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

Performance Improvement Aspects which this improvement objective aims to deliver against

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

Table - Progress Made Against Improvement Objective One:

What are we going to do? (Activities/Measures)	What we delivered	Achievement
1. Plant additional trees at Tullyvar Landfill Site to	8,800 Trees were planted during May/June 2021, establishing a new	Fully Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
add to the native woodlands previously created at Magheraglass and Ballymacombs Landfills.	native woodland at Tullyvar Landfill Site offsetting an additional 1,400 tonnes per year of Carbon per annum. A successful funding application claim was made to DAERA's "Forest Expansion Scheme" for £15,834.60.	
2. Increase the Council recycling rate to further boost the carbon reductions associated with recycling - Offsetting an additional 800 tonnes per year of Carbon p.a., as a result of the improved recycling performance	The tonnage recycled in 2021/22 offset approx. 30,000 tonnes of carbon equivalent	Fully Achieved
3. Manage Landfill Gas emissions at the Tullyvar, Magheraglass and Ballymacombs Landfill Sites- 3.5 GWHrs of Renewable Electricity and > 90% Gas Engine / Flare Operation Reduction of 14,000 tonnes per year of Carbon equivalent per annum and generates an income from the sale of electricity	Both LFG plants operational over 90% of the time during the year. Annual generation of 3.39GWhrs at Tullyvar and 0.35GWhrs at Magheraglass and total annual income of £99,311.88 this was lower than expected due to site capping works and slightly reduced price per KWhr.	Substantially Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
4. Increase participation in the Eco-Schools programme (100% Schools registered), which encourages and directs young people to think about climate action including litter, recycling, energy saving, and water conservation -	100% of schools registered on programme - 123 schools within Mid Ulster. Number of schools with current Green Flags (GF) at end of March 2022 was 27 (22%) (NI Average – 21%). An additional 33 schools are preparing or have submitted renewal/first time GF applications (assessed June 2022) , Some schools have not yet recommenced their Eco Clubs etc. due to ongoing class "bubbles" and catching up on missed learning during school closures and they have decided to continue with this arrangement for the remainder of the school year. It is therefore expected that "normal" arrangements will resume again in September which will allow for increased participation in the Eco Schools programme.	Substantially Achieved
5. Increase the re-use of Council's technological hardware, 40 desktops recycled for safe re-use in the community - Establish links to Community partners and opportunities for technology recycling	Fifty Council Desktops recycled for safe use and distribution by Community Services.	Fully Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
6. Monitor and review air quality across the District to determine whether national air quality objectives are being met - 2020 Air Quality statistics to be compiled and produced as a Report for 2021.	Air Quality Report compiled and Air Quality Action plan updated. In total there were 430 No. 2 tubes replaced throughout the District, during the year as identified in the air quality report. The figure would have been 480 however there was a reduction due to a number of lampposts on which the tubes are mounted being replaced by LED lampposts with loss of tubes.	Substantially Achieved
7. Environmental Health Services will control the environmental impacts of certain specified industrial activities through an industrial permitting process Conduct scheduled inspections of premises to ensure that premises are complying with air emission targets as outlined in their Environmental Permits - (currently. 74 premises that have Environmental permits issued by Mid Ulster District Council).	100% of all permit inspections were undertaken in year – by inspecting permitted premises to ensure compliance with Environmental permits - Local Air Pollution Prevention and Control (LAPPC) – issued by Council.	Fully Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
8. Number of homes helped to provide Energy Efficiency Advice to (target 247 homes) and the number of homes helped to improve the energy efficiency of their homes (Affordable Warmth)	241 homes helped by providing energy efficiency advice. Social media posts to raise awareness of the scheme were made in January 2022, to promote the scheme, alongside the promotion of the additional support energy grant. Council also promoted a Council video, outlining the energy efficiency scheme. During 2021 to 2022, there was a total of 282 referrals to households eligible for the Affordable Warmth Scheme.	Substantially Achieved
9. Using the Arts to Increase engagement with local schools and wider community of recycling and upcycling - Junk Art schools programme made available to local schools (60 schoolchildren) and deliver four Arts and Crafts “recycling and upcycling” workshops for the wider public as part of Burnavon Arts Programme.	The Burnavon worked with 8 Learning Unit / Special Schools across Mid Ulster on this Key stage 2 project where students had the opportunity to use their senses and reasoning skills to identify and explore different natural resources (such as leaves, berries and plants) and their place in the eco-system. Working with an artist, students then made single use plastic (such as plastic bottles, pots or straws) alongside natural materials (pine cones, sticks, moss and bark) to create their own individual ‘bug hotels’ that can be brought home or hung in the school grounds. Bug hotels encourage insects to nest, pollinate and provide increased opportunities for children to see insects up close, in total the Burnavon centre exceeded their target	Fully Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
	by working with 5 Learning Units and 3 Adult Centres – with a total of 160 participants participated in the programme. Eight further primary schools benefitted from the project "Planters", 160 students were facilitated to create their own plant pot by reusing plastic materials such as milk or fizzy drink bottles. An artist worked with students to cut, create fun designs and paint their planters and were then given the opportunity to plant basic herbs or flowers such as cress, parsley or sunflowers, to take home or install in the classroom/school grounds The Planters. As the Burnavon was closed for period of time (due to Covid restrictions). One upcycling workshop has been delivered. However resources were directed toward "Bugs Hotel" and Planters" project to allow for 16 groups to participate.	
10. Produce best practice Sustainability Guidelines for businesses applying to construct premises on serviced sites within the proposed Maghera Business Park in terms of the environment and	Department for Infrastructure (DfI) decision to "call in" the Council's planning application for the proposed Maghera Business Park has impacted activities and timelines for this scheme. Communication has taken place with the Council's CEO and Director of Public Health & Infrastructure and due	Re-prioritised

	What are we going to do? (Activities/Measures)	What we delivered	Achievement
	reducing carbon emissions (i.e. support a low carbon future).	to the mitigating situation, a decision has been taken to pause the development of sustainability guidelines until the outcome is known of the planning decision on Maghera Business Park. Council await further. Information regarding: community consultation that has been requested by DfI which is being collated by Council officers - this activity continues to be held in abeyance, awaiting further DfI notification.	
11.	Raise community awareness/resilience of climate crisis and increase participation in practical action for climate friendly/low carbon lifestyles - Review, deliver and further develop sustainability 'Change one bit' project (100 participants in programme) and undertake 4 environmental/ sustainability/nature conservation activities.	Change 'one bit' project activities now completed – and a project evaluation report also completed. Programme focuses on sustainable food and climate change action and will provide support for local allotment & gardening groups & home growers to help them keep active and feel less isolated. During programme participants learnt about healthy food & climate change choices, set their own target and spend more time outdoors and received e-mail support and free materials each month. The programme was run in partnership with the conservation volunteers (TCV) and is funded by the Northern Healthy Lifestyles Partnership (NHLP). 100 seed packs were used to make up 100 climate friendly salad	Substantially Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
	growing packs encouraging local groups/residents to grow a few healthy salad crops on their window sill in an environmentally friendly manner - packs distributed in August as part of the UK National Allotments Week (9-15 August 2021) through a number of allotment sites/community gardens in the district.	
12. Increase community involvement in sustainable food growing /gardening/self-sufficiency - leading to positive changes in residents' diet / lifestyles towards low-carbon food production and consumption - Provide practical gardening support and networking opportunities for community gardening/allotment groups across Mid Ulster through the Revised "Mid Ulster is Growing from Home"	An event at Maghera Walled Garden during was held during allotments week (11th August 2021) targeting local allotments/community gardening groups and residents in area. Sustainability Officer post which was leading the activity became vacant in late summer and start of Q3 which has a delay implications for further activity- vacant post under consideration by Strategic Director of Environment	Partially Achieved

	What are we going to do? (Activities/Measures)	What we delivered	Achievement
13.	Create a joined-up approach across all services in order to build a Council framework, addressing the interrelationships between Biodiversity, Habitats and Invasive Species in order to identify key new policy/enhancement activity.	A draft framework/discussion paper was developed by the Biodiversity Officer and rolled out to Heads of Service/departments for discussion and feedback.	Partially Achieved
14.	Introduce and pilot sustainability assessment (screening tool) for 50% capital projects (Early stages).	Meeting took place with Sustainable NI and Technical Services capital Team and Sustainability Officer 27/07/2021 and further review of the documents is underway by Technical Services. Sustainability Officer post which was leading the activity became vacant in late summer and start of Q3 which has a delay implications for further activity- vacant post under consideration by Strategic Director of Environment	Partially Achieved
15.	Submit the Draft Plan Strategy for Independent Examination (IE) in 2021/2022, which will include policy to protect	Following consideration by Planning Committee and Full Council the Plan was submitted to the Department at the end of May 2021. Additional information was submitted to the	Fully Achieved

	What are we going to do? (Activities/Measures)	What we delivered	Achievement
	our environment e.g. including the Sperrins, Lough Neagh and Clogher Valley and; policy, which encourages more sustainable forms of transport, and reduces the need to travel by private vehicles.	Department for Infrastructure. Still awaiting dates for Public Examination.	
16.	Research the application and introduction of alternative fuelled Vehicles/Diverse Plant into Council's Fleet and develop Fossil Fuel Usage Baseline Report on Fleet/diverse plant - Two alternative fuel vehicles/diverse plant purchased and the production of time series annual Fuel Usage Reports in place.	Order for delivery of vans cancelled by supplier, impacting order placement for electric vans. Director of Corporate Services assisting with options for alternative procurement. A report was taken to P&R Committee in February 2022 seeking authority to purchase vehicles through an alternative method, including electric vehicles. By Q4 work was ongoing to secure vehicles.	Partially Achieved
17.	Research and develop a Mid Ulster District Council's Estates Carbon Management Plan 20/21 and by 21/22 develop	DEC certificates and carbon assessment completed and presented to committee in September. Alternative measurement and methodology proposed.	Fully Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
monitoring arrangements for MUDC properties reference the impact of: 1. • Emissions. 2. • Fossil fuel consumption. 3. • Energy usage. 4. • Renewal source.		
18. Develop and agree Hybrid Working as part of flexible working arrangements policy - by September 2021.	Update Draft Hybrid Working Procedure developed and updated following discussion with Assistant Directors and Heads of Service in January and Senior Management Team in April. Inclusion of draft hybrid working procedure at next HR Policies and Procedures Working Group in May 2022. Impact of Covid 19 during Q4, on general staffing levels -temporarily diverted staffing resources from work on this procedure	Substantially Achieved

Improvement Objective Two

5.3 Objective Two: - We will ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them.

"Better broadband connection can accommodate more working from home and less car journeys, freeing up better family time".

(Mid Ulster Councils Corporate Improvement Objectives Survey Excerpt, April 2021)

Lead Officer: Head of Marketing and Communications.

Why have we chosen this Improvement Objective?

Since the start of the global pandemic, digital technologies has been the driving force for change in how we connect across the globe and with each other. COVID-19 has had an enormous impact on the lives and fortunes of every consumer. It has impacted on the way people live, work, study, have fun, connect, transact and communicate.

The COVID-19 pandemic has also brought about a renewed focus on enhancing citizen and customer experiences, especially as more services must be delivered remotely. Customer experience is especially important for industries such as banking and finance, retail, supply chain, logistics, healthcare as well as local council service delivery and there is now an enhanced need to transform how these organisations engage with customers through digital platforms. This increasing use of digital channels is here to stay. Citizens now have higher expectations of online council services and want a digital customer experience similar to that provided by retailers.

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

We will have real opportunities to radically rethink, and redesign our services, as we move towards being a more agile and flexible organisation, with staff able to work from any location as we make more efficient use of physical space and mobile

technology. We can and will learn lessons from innovative digital practice utilised as a response to the Pandemic. More of our high volume, low contacts that we deal with, should be completed at our customer's convenience, enabling Council staff to focus on more complex and sensitive enquiries that benefit from the human touch. All of this can help us manage the rising cost and demand pressures the Council is facing.

Whist we want everyone to become digital citizens, we recognise that not all residents have the means or skills to take up digital. The council aims to grow and develop its digital inclusion work to provide skills and confidence in this area for staff, and our customers will always be able to speak to a person when they need to, and the person they speak to will be able to provide improved customer service. We will not leave anyone behind, however, we must continue to maximise technology to drive better services and lower delivery costs.

As a Council, we already offer online access in a number of areas; however, we need to push further, faster with our digital approaches, data and technology, to ensure the district thrives through the fourth industrial revolution. The Council in order to make the right choices post pandemic will need to think differently and, crucially, put citizens, data and insight, and technology at the heart of change.

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

Link to Corporate Plan Theme: Service Delivery - We will improve services for our citizens through the development and delivery of an innovation agenda.

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

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

Table - Progress Made against Improvement Objective Two:

What are we going to do? (Activities/Measures)	What we delivered	Achievement
1. Development of a Four-Year Digital Transformation Strategy by March 2022	Specification issued July 2021 and consultant appointed. Engagement to develop the strategy has been on-going at all levels, including 2 day site visit In November, Senior Management Team and Assistant Directors in February 2022 and on-going individual engagements with CEO, Directors, and Digital Leadership Team. Workshops took place throughout March on the 3 digital work streams and will continue post April 2022. The strategy's vision, themes, and work streams have been agreed. However, the final strategy itself will not now be completed and ready for final discussion and agreement until the first quarter of 2022-2023. This is simply the result of time pressures and work priorities, but also of the very new way of working which is more inclusive and consultative, and therefore, slower. However the time invested is likely to ensure that the strategy and associated actions will very much be 'done with the staff' as opposed to being 'done unto the staff'.	Substantially Achieved
2. Establishment of a Digital Leadership Team	Digital Leadership Team established and working since January 2022 to	Fully Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
	shape and lead the strategy development to final stages. Future leadership/implementation teams will be agreed as part of the implementation stage.	
3. Development of a new digital system to support the delivery of Planning.	Data migration completed. UAT testing in progress. New go live date has now been agreed for June 2022 but is dependent on receipt of final data cut from Department for Infrastructure (DfI) within a 6-week timeframe.	Substantially Achieved
4. Development of digital systems to support the delivery of Financial Services - Efficient and effective financial management information system, providing easy access, self-service to financial ledgers, financial information and reporting for all services, with improved controls and governance.	Completed the implementation of new Tech One financial system phase 1 - The new T1 system will deliver improved reporting and analytics functionality across all modules for all users, improve processing efficiency with functionality such as “drag it in”. Implementation of Phase 2 pilot - across: 1 main facility, 1 leisure facility, 1 front of house facility was started, however it was delayed due to Covid initially and then resourcing issues of Tech 1, expected to be completed by Dec 2022.	Substantially Achieved
5. Implementation of Phase 2 of the HR System to support the delivery of Human Resources.	Learning & Development (L&D) Module testing has been completed and L&D courses will be booked online from April 2022 by staff throughout the organisation. Expenses module has	Substantially Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
	been rolled out throughout the staff in organisation from March 2022 and training just recently completed with Elected Members for roll out with them from April 2022. Anticipated date for completion is now June 2022.	

Improvement Objective Three

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

"Yes addressing the litter problem is very important. So much used PPE is discarded in the streets."

(Mid Ulster Councils Corporate Improvement Objectives Survey Excerpt, April 2021)

Lead Officer: Head of Environmental Health

Why have we chosen this Improvement Objective?

Pre pandemic we all used public spaces every time we left home. These include the footpaths and streets we walk or drive along each day, the parks our children play in and the outdoor areas we go to exercise or relax in. Many of our daily decisions and activities are influenced by our perceptions of the quality and cleanliness of the public areas we encounter. The importance of clean, green and blue (our rivers, canals, loughs etc.) spaces and parks, cannot be underestimated. Many benefits derive from a pleasant environment. The Covid-19 pandemic and associated lockdowns has shown just how important it is for us to have easy access to open

space for recreation and exercise and has had a huge impact on everyone in the district, region and worldwide. At its peak, half of the world's population was made to stay at home or restrict movement in public ([1]Sandford, 2020). The importance of safe, accessible and well-connected green and blue spaces for improving quality of life has never been more pertinent, and for those without gardens the value of these spaces is amplified.

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

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

Clean neighbourhoods engender social pride, add vibrancy, reduce crime and anti-social behaviour, all of which are essential to the development of strong prosperous neighbourhoods. Anti-social behaviour can be seen through dog fouling, littering, abandoning vehicles, graffiti, and fly tipping etc. We are very much aware that many of our clean and green services are demand led, whilst much of this demand is inevitable, it is also clear some of it is avoidable. We want to be clear about our service promises, standards, and the response times we aim to achieve to ensure our communities understand what levels of service they can expect.

On its own the Council cannot deliver a cleaner and greener environment for residents. We want to work collaboratively, with residents, communities, visitors and businesses and through active citizenship we hope to see reduced demands on our services and more residents taking greater pride in and ownership of their local environment. This is more necessary then ever as overall public sector expenditure reduces at an unprecedented rate, combined with the economic fallout arising from the pandemic.

[1] Sandford, A., 2020. Coronavirus: Half of humanity now on lockdown as 90 countries call for confinement. Euronews

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

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

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

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

Table - Progress Made against Improvement Objective Three:

What are we going to do? (Activities/Measures)	What we delivered	Achievement
1. Develop enhanced enforcement options paper for Council decision. Raising awareness of the	A paper was presented to council and agreement reached at council for private enforcement to be progressed. Total number of Fixed penalties served	Fully Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
effects of littering on the environment i.e. attitudes concerning enforcement are greatly shaped by the degree to which an individual sees it as a threat and many do not think it likely they will be fined for environmental offences .	for dog fouling and litter offences during 2021/22 by Council and Private Contractor (WISE) was 833. WISE Enforcement officers regularly patrol all areas of District for Littering and Dog Fouling Offences. Monitoring Schedule in place for Clean neighbourhood officers prioritising areas with high footfall activity and we encourage reporting of littering/ dog fouling by all Council staff.	
2. Support and promote local community clean-ups and events e.g. Big Spring Clean organised by schools, community groups and sports clubs - 10% increase in number of clean-ups supported in each district electoral area (DEA) across Mid Ulster district.	There were 49 clean ups supported from 1st April 2021 to 31st March 2022 plus 25 Adopt-A-Spots, with an overall total of 74 clean up events, an increase from the previous year's total of 50 events supported	Fully Achieved
3. Develop a Community engagement programme for Maghera Walled Garden.	Council engaged with 9 community groups that are active in the Maghera area and they have agreed to maintain raised beds on site. The groups have learnt new skills from the assistance provided by 2 council staff. Further to a request from the groups, a very	Substantially Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
	successful Environmentally Friendly Gardening Event was held on site on 11 August with over 40 people in attendance. An Engagement Forum Event with the groups was held on 29 September with 10 people in attendance. Feedback was very positive and a number of suggestions put forward by the groups. As part of the Communications Plan it was agreed to; hold engagement events twice a year. In response to Covid the site remained closed at various times throughout the year. A benchmarking exercise on Friends Groups has been carried out with two other councils on the procedures and processes they undertook to establish groups. Initial feedback is that it must be driven by the community and not council. It has been agreed to undertake a research visit with one of the established groups in Belfast to garner more information. Further work is required at a corporate level on developing a Volunteer Framework for our stakeholders/partners.	
4. Co-ordinate and deliver a programme of Town and Village Spruce Up - Deliver 73 grant schemes	During 2021/2022 there were 79 Letters of offer have been issued to businesses on the ranked reserve list. 6 additional Letters of offer have been	Substantially Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
in 2021/22 and up to 60 schemes in 2022/23 - . Contributes to well-maintained towns and villages resulting in a positive aesthetics.	issued since first quarter due to underspend incurred from scheme delivery. A total of 73 schemes accepted Letters of Offer and progressed to scheme delivery.	
5. Co-ordinated litter/ recycling educational programme in place for participating schools.	Unfortunately there were no school visits regarding delivering recycling educational programmes to schools due to ongoing COVID-19 restrictions in place during 2021/22. However £10,500 small grants programme has been assessed with 24 successful applications for the “Live Here Love Here” (LHLH) grants scheme. No additional funding has been allocated in year, however moving forward LHLH funding has been agreed for the next 3 years at £21,000 per anum.	Partially Achieved
6. Develop, manage and deliver a marketing and communication activity plan 2021/22 aimed at reducing littering and awareness of dog fouling across Council parks.	Communication program in draft.- to date has/will target "hot spots" through social media and on Council web-site off raising profile of Council taking zero tolerance stance to anti-social behaviour including littering and dog fouling - e.g. Washing Bay, Dungannon Park, Round Lake (Fivemiletown) anti-social behaviour. Data collection on	Substantially Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
	going - excel sheet facilities supervisors through inspection lists cover 198 sites throughout District including forests, parks, play parks, water recreational facilities and other green and blue spaces, logging also assisted through supervisory staff on sites. Scheduled DEA meetings attended and liaised with Head of Environmental Health (EH). Park staff also work in tandem/ liaise with Dog Warden colleagues (EH) e.g. hand out free dog bags. Ongoing liaison with Community groups in relation to littering /dog fouling. Review of plan for 2022/23 slightly delayed due to impact Covid on staff resources and ongoing re-structure in Council, way forward will be agreed with new Assistant Director	
7. Develop extended coverage of Forest Schools programme across all seven District Electoral Area's (DEA's) - DEA's are Carntogher, Clogher Valley, Cookstown, Dungannon, Magherafelt, Moyola, Torrent in Mid Ulster District - Work in partnership to broaden	Nine Forest School sessions successfully delivered at Round Lake (Fivemiletown) and an additional six schools have registered to take part in 2022/23 Forest School programme at Ranfurly House Hill of the O'Neill site.	Fully Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
the invitation to schools, youth groups to take part in the Forest Schools Programme across the Districts green and blue spaces..		
8. Continue to raise Parks and Open Green Spaces management standards across Council Properties by attaining one additional Green Flag/Blue Standard award by end of 2022. Thereby enhancing horticultural, cleanliness, biodiversity, community involvement, and environmental management standards across the Districts recreational spaces.	Current option Davagh Forest and OM centre - Initial background application commenced. Green Flag awarded in Summer 2022	Fully Achieved
9. Provide environmental volunteering opportunities and support community groups to manage local environmental projects –	Knockmany Forest stakeholder volunteer group established. Fivemiletown /Round Lake / Community Group SLA in negotiations progressing to draft Agreement.	Fully Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
provision of one additional service level agreement for development of local environmental projects -	.	

Improvement Objective Four

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

"This will be even more important to the district post pandemic as it feeds into our local economy".

(Mid Ulster Councils Corporate Improvement Objectives Survey Excerpt, April 2021).

Lead Officer: Head of Technical Services

Why have we chosen this Improvement Objective?

The additional challenges facing Mid Ulster's most vulnerable communities due to the coronavirus (COVID-19) pandemic means there has never been a more important time to strengthen the economic, social, and physical wellbeing of our places, lasting effects will be felt for many years to come. We must look to a period of recovery from the COVID-19 pandemic. We have had to lead our lives locally, pulling together more as communities, to see off the many challenges arising from coronavirus. The Council's capital programme of local projects will maintain our

ongoing support for vibrant, accessible village/ town centres, open spaces and communities.

Regeneration is a long-term process and is delivered through a wide range of projects, programmes, partnerships, infrastructure initiatives. Since the late 1990s, policymakers have recognised the wider social factors that affect the success of regeneration schemes, but this is even more vital in the current economic climate. Infrastructure is a valuable and efficient economic stimulus. Every £1 of investment in infrastructure generates a potential further £2.70[1] due to economic multiplier effects. Making the most of existing social capital and providing opportunities for local people to be involved in regeneration is a vital part of making the best use of limited resources.

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

Quality of place matters in economic, social, cultural and emotional terms. A sense of place helps establish strong social infrastructure, which supports people to improve their prospects and maximize their potential. We are taking a “Whole District” approach creating places that are attractive, well designed and well managed. Our approach focuses on tailored solutions for settlements within the District and business locations.

We recognise our major assets as those that have the potential to deliver the greatest impact. Building on and investing in these assets alongside complementary interventions will release the District’s potential for growth and connect areas of growth with deprived places in need of generation. By following a planned phased approach across the District we will be able to deliver greater impact for each locality, using the resources available to best effect. This work has never been more important as we look to rebuild from the devastating impact of COVID-19

[1.] Further detail can be found here: https://www.ice.org.uk/getattachment/news-and-insight/policy/infrastructure-as-a-stimulus/post-crisis-infrastructure-investment-insight-paper-covid-19.pdf.

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

Link to Corporate Plan Theme: Economy - We will continue to identify opportunity sites for development proposals and to deliver against existing plans for other key strategic sites (including Ann Street, Dungannon and the former Maghera High School site). .

Performance Improvement Aspects this improvement objective aims to deliver against?
Strategic Effectiveness, Service Quality, Sustainability, Service Availability, Fairness, Efficiency, Innovation.

Table - Progress Made Against Improvement Objective Four:

What are we going to do? (Activities/Measures)	What we delivered	Achievement
1. Undertake the Project management of Council's current committed live Capital Works Programme 2020 - 2024 with an indicative spend < £26m. Projects include: 3 Waste Infrastructure Projects; -new Magherafelt Recycling	Capital reports are presented on a monthly basis to the Environment Committee and include: IST Capital reports, ICT Capital reports and Scoping Projects reports. An annual report of Council's annual capital programme planned for end of Q1 2022-23 delayed due to change in Senior Management Team (SMT) structure. Discussions were held in Q3	Substantially Achieved

What are we going to do? (Activities/Measures)	What we delivered	Achievement
Centre, final closure works at Ballymacombs Landfill & potential development of a Dry Recyclables. Facility (MRF). 3 Public Realm - Coalisland scheme, Design out & Development of Maghera, Magherafelt Phase 2. 13 Major Projects over £250k - Maghera LC 3G, Ballyronan, Roundlake, Davagh Walks/Trails, Moydamlaght Forest, Maghera HS site , Connecting Pomeroy , Gortgonis Health& Well Being Hub, Railway Park , Reservoirs Projects, MUSA Sports 3G & Running Track , Maghera Walkways, Active Travel Projects. 3 Minor Projects under £250k - Portglenone Fishing / walks, Greenvale repairs, DFC Urban Regeneration.	to develop web page access to “Note Capital Project delivery” this action with Head of Marketing and Communications and draft proposals were being drawn up for end of January 2022, however a new target date of Q1 2022/23 is being proposed as target date has slipped due to work priorities of major Strategic Capital Projects	

What are we going to do? (Activities/Measures)	What we delivered	Achievement
2. Research, develop and implement a pilot capital project procedural guide - Efficient management and governance of capital programme.	First Meeting took place 7th July and again in 30th September 2021 with Heads of Service (HoS) were invited to attend. A Draft Capital project procedural guide has been developed and was issued to all HoS on the 8th July 2021. The new Council Senior Management structure has meant that new Strategic Director of Environment wishes to have some additional time to reflect on this whilst this was to be reviewed in Q4 this is now scheduled for Q2 in 2022-2023. This will impact delivery and roll out of the procedural guide.	Partially Achieved
3. Develop a skills/competency matrix/ tool to map required and desired skills for capital projects team/client services teams and conduct training/development programmes to optimise efficiencies and workflows by April 2022 - Streamline processes for efficiency compromises within the capital projects team through staff development.	Two meetings took place in July and September 2021 with Heads of Service to discuss and illicit feed in of ideas regarding the development of a skills/competency framework regarding capital development within Council. Due the changes in Senior management structures in quarter 2 (Q2), deadlines have been delayed and whilst previously proposed for Q4 (2021.22), they are now programmed for delivery in Q1 of 2022-23 year. Also delayed due in increase in Strategic Capital Projects to be delivered in Q1 of 2022-23 year.	Not Achieved

6.0 Council's self-assessment of statutory indicators and standards 2021 to 2022.

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 2021 to 2022 performance against these indicators (progress and direction of travel) are outlined in the following section, also included is performance benchmarking data relating to the other 10 Northern Ireland Councils; where available.

During 2021 to 2022 the restrictions in relation to COVID-19 still impacted across our services and the wider public, with schools, health service , local business and the economy continuing to be re-emerge from the pandemic and work towards a new normal. The impact of COVID-19 on many services means that caution should be applied when comparing performance this year to previous years, however analysis comparing performance over time from 2016 to 2022 has been added where possible.

The table below outlines how the statutory indicators and standards performance progress is analysed using a R. A.G (red, amber, and green) i.e. Status-reporting framework.

Table - R-A-G Reporting Status Framework

Status evaluated by colour as	Explanation of RAG 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 year:

- Performance improved ↑
- Performance remained the same ←→
- Performance declined ↓

6.1 Economic Development Statutory Indicator

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

The 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). 'Go for it' programme is the first stop for entrepreneurs in Northern Ireland and provides individuals who wish to start a business with support in the production of their own business plans and in registering for self-employment. Experienced business advisors operate locally through Council partners and business plans produced as a result of this programme are quality assured by the 'Go for It' team.

The Department for Communities launched a consultation on The Local Government (Performance Indicators and Standards) (Amendment) Order (Northern Ireland) 2022. This took account of proposed changes by the Department for the Economy (DfE) to performance indicators relating to job promotion and linked to Business Start-up activity. These targets were initially

established in 2015 as part of the transfer of functions to local government. When the transfer took place in April 2015, DfE set the job targets based on the 2011-2015 Programme for Government (PfG) target, namely creating 6,500 local jobs, or 1,625 jobs per year. The total job numbers were then split across each council area, and loosely aligned to the Regional Business Start-up Programme (Go for It). These targets have remained in place since that date.

The consultation period opened in December 2021 and ran to 28th February 2022. It included a proposal to broadly retain the current Economic Development indicators at this time, and to amend the standards to reflect the outcome of research undertaken in 2019 (the so called "Capaxo work"). The result of this was an adjustment to the specific targets in some council areas (see details in table below). This amendment will bring statutory targets in line with the targets currently being delivered through the current wave of the Northern Ireland Business Start Up Programme 2021-2023. Individual councils have been engaging directly with DfE on these targets.

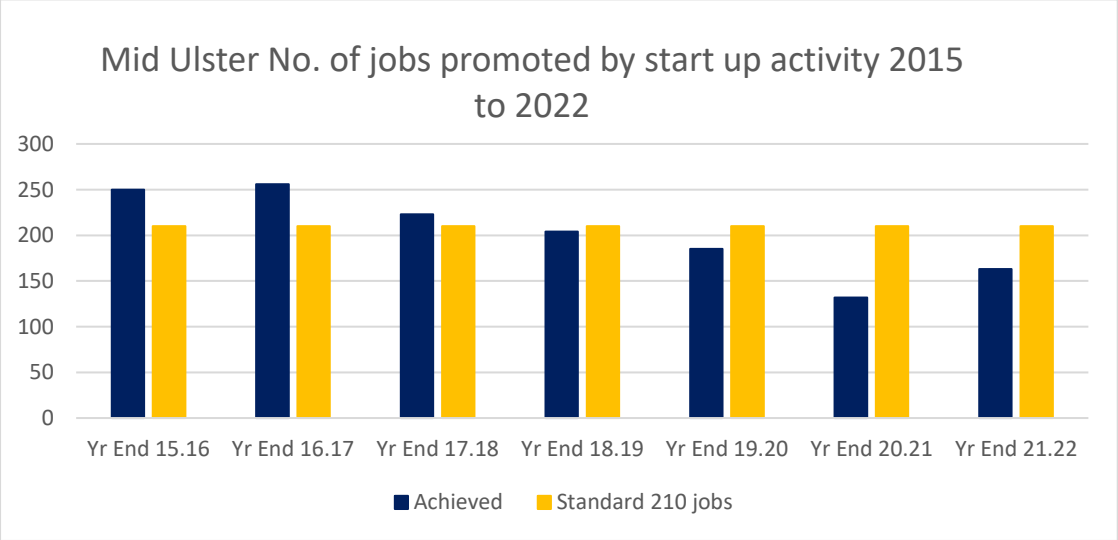
Table - Proposed Adjusted new ED1 – Jobs promoted standards for NI Councils

Council	Proposed New Standards Post Capaxo Report	Existing Standards (2015)
Antrim and Newtownabbey	80	80
Ards and North Down	123	85
Armagh, Banbridge and Craigavon	182	165
Belfast	325	325
Causeway Coast and Glens	128	125
Derry and Strabane	140	140
Fermanagh and Omagh	170	170
Lisburn and Castlereagh	116	85
Mid and East Antrim	111	85
Mid Ulster	153	210
Newry, Mourne and Down	173	155

It was not possible to make the amendment to the Local Government (Performance Indicators and Standards) (Amendment) Order (Northern Ireland) 2022 (hereafter called the regulations), before the dissolution of the Assembly due to competing legislative pressures and the volumes of legislation needed to be progressed before the mandate ended and as such the current economic development standards cited in the 2015 Order remain in operation.

This presented a complication, given that Councils had been working towards a set of programme standards that are not reflected in the statutory arrangements. Following a joint meeting of the DfE and the NI Audit Office it has been agreed that both the statutory targets and the "Go for It" programme target should appear in Councils 2021 to 2022 annual performance improvement assessment reports. The graph below highlights Mid Ulster District Council's number of jobs promoted through business start up from 2015 to 2022, where the standard (utilised in 2015) was set at 210 jobs promoted p.a.

Graph - Mid Ulster Number of Jobs Promoted through Business Start Up activity 2015 to 2022 (utilising 2015 standard)



The Council have supported the revised targets as they more accurately reflect the changing economic circumstances of the sub-region, including high employment and loss of migrant population due to the impact of the European Union (EU) Exit. The Contract Management Team as Lisburn and Castlereagh City Council

(L&CCC) liaise regularly with the Contractor (ENI); following approval from funders, ENI offer both 'virtual' and physical delivery which is working well for clients and enquiry levels to March 2022 have remained strong.

Table - the number of jobs promoted through business activity in Mid Ulster 2020/21 to 2021/22.

			2020/21	2021/22				
Ref	Statutory Indicator	Standard	Year-End Result	Year-End Result	% over or under target	Ranking Against Other Councils	Status	Trend
ED1	Number of jobs promoted through business start-up activity	210 jobs	132 jobs	163 jobs	78%	11th	Red	↑

Analysis: More is better

At 163 jobs, Mid Ulster during 2021 to 2022, slightly exceeds the EU Programme target of 158 jobs promoted, but not the Statutory Target (210 jobs) and is up from last year's total of 132 jobs promoted in 2020 to 2021.Had the new proposed amended standard of 153 jobs promoted been in place in year, then the target for Mid Ulster would have been achieved {refer to table above relating to Performance Indicators and Standards) (Amendment) Order (Northern Ireland) - In 2022 DfE & DfC's Statutory Target Consultation closed February 2022 following the Capaxo Review (June 2020), reducing Mid Ulster's Statutory target to 153 jobs from April 2022}.

Action Plan:

The intention of the Department for Communities will be to "make" the amended regulations as soon as possible, subject to Minister's agreement, to bring the start-up programme and the statutory indicators into line.

Northern Ireland Councils' ED1 Performance Data during 2021 to 2022

Across the eleven Northern Ireland Councils 1,868 jobs were created during 2021 to 2022 (refer to table below ED1 jobs promoted 2021/22), this is up from the previous year's job creation total of 1,429 jobs, and has also increased from 2019/20's total of 1,726 jobs promoted. Two out of the 11 Councils did not achieve the performance indicator target (i.e. Standard set in 2015), namely Belfast City Council which saw 96% jobs promoted (311 jobs) versus the statutory target (325 jobs), and Mid Ulster which saw 78% of jobs promoted (163 jobs) matched against the 2015 standard of 210 jobs promoted.

Cognisance should be made that all Councils in 2021.22, had been working towards a set of programme standards that are not reflected in the statutory arrangements due to the proposed amendment to the Local Government (Performance Indicators and Standards) (Amendment) Order (Northern Ireland) 2022. The table below outlines the Northern Ireland Councils ED1 - Jobs Promoted Achieved through Business Start Up 2021 to 2022

	Total 2021 - 22 Actual Financial Year				
	Actual BPA to Year End	Actual Jobs Year End	Statutory Jobs Target	Overdelivery versus Statutory	% Jobs Vs Statutory Target
Antrim & Newtownabbey	162	97	80	17	122%
Ards & North Down	214	128	85	43	151%
Armagh Banbridge & Craigavon	388	233	165	68	141%
Belfast	518	311	325	-14	96%
Causeway Coast & Glens	256	154	125	29	123%
Derry & Strabane	239	143	140	3	102%
Fermanagh & Omagh	310	186	170	16	109%
Lisburn & Castlereagh	215	129	85	44	152%
Mid & East Antrim	182	109	85	24	128%
Mid Ulster	272	163	210	-47	78%
Newry Mourne & Down	358	215	155	60	139%
Total 2021 -22 (Financial Year)	**3,114**	**1,868**	**1,625**	**243**	**115%**

6.2 Planning Statutory Indicators

Planning Activity across Northern Ireland 2021 to 2022

DfI in their annual Northern Ireland Planning Statistics Report[1] for 2021 to 2022 highlighted that the pandemic continued to have an impact on planning activity and processing performance across Northern Ireland in 2021/22, this was re-iterated from regular feedback received from planning authorities. In addition the planning portal was inaccessible to planning staff for periods during January and February 2022 which is likely to have impacted processing capabilities. Caution should be taken when interpreting these figures and when making comparisons with other time periods.

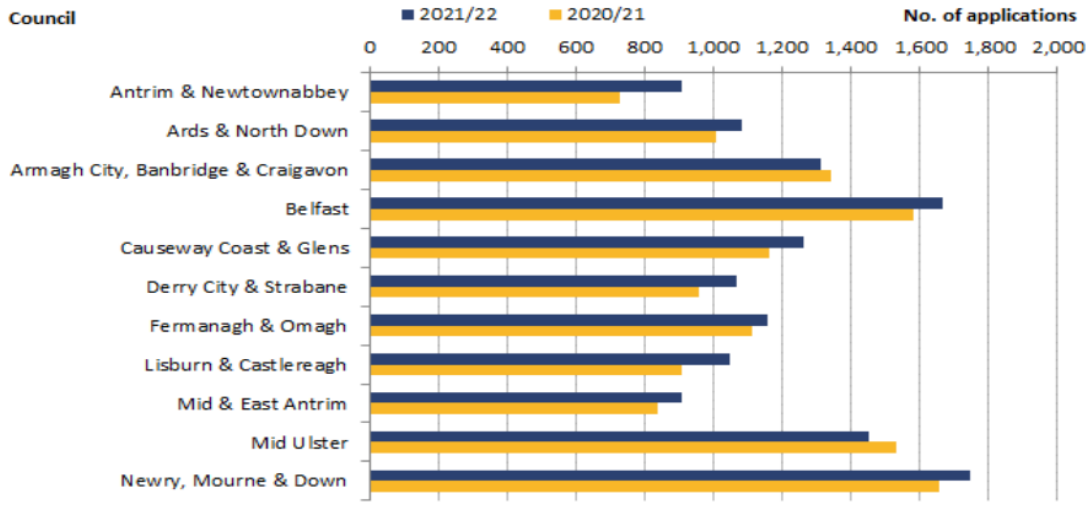
During 2021 to 2022 the Department of Infrastructure and 10 councils continued to work collaboratively on the configuration of a new Regional Planning IT System with an external provider. Configuration is due to be completed in July 2022 and it is anticipated that the new system will be implemented in autumn 2022. Alongside this, Mid Ulster council chose to move forward independently and develop their own system, which went live on 22 June 2022. ASRB continue to work alongside the council to try to ensure that this new system will meet the existing requirements of the NI Planning Statistics.

During 2021/22, 13,600 planning applications were received across Northern Ireland; a 6% increase from the previous financial year. This comprised 13,454 local, 145 major and one regionally significant application.

Just over three-quarters of the planning applications received 2021/22 were for full planning permission (75.3%); a small decrease from the proportion reported for 2020/21 (75.9%).A total of 12,914 planning applications were decided during 2021/22; an increase of 23% from the previous financial year. Decisions were issued on 12,787 local and 127 major applications during 2021/22.

[1] Northern Ireland Planning Statistics 2021-22 Statistical Bulletin (infrastructure-ni.gov.uk).

Graph - Applications received by NI Councils 2020/21 to 2021/22



Reflecting the overall increase in the number of applications decided in 2021/22 compared with 2020/21 (23.2%), 10 of the 11 councils reported an increase in the number of applications decided in 2021/22, with the percentage increase greatest in Antrim and Newtownabbey (58.4%). The number of decisions issued decreased over the year in Lisburn and Castlereagh (-0.9%)

Table – Mid Ulster District Council's three statutory planning statistics results for 2020/21 and 2021/22

			2020/21	2021/22				
Ref	Statutory Indicator	Standard	Year-End Result	Year-End Result	NI Average	Ranking Against Other Councils	Status	Trend
P1	The average processing time of major planning applications	30 weeks	74.1 weeks	88 weeks	49.8 weeks	8th	Red	↓
P2	The average processing time of local planning applications	15 weeks	16 weeks	16.6 weeks	17.2 weeks	6th	Red	↓
P3	The percentage (%) of enforcement cases processed within 39 weeks	70%	88.6%	75.2%	70.4%	8th	Green	↓

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

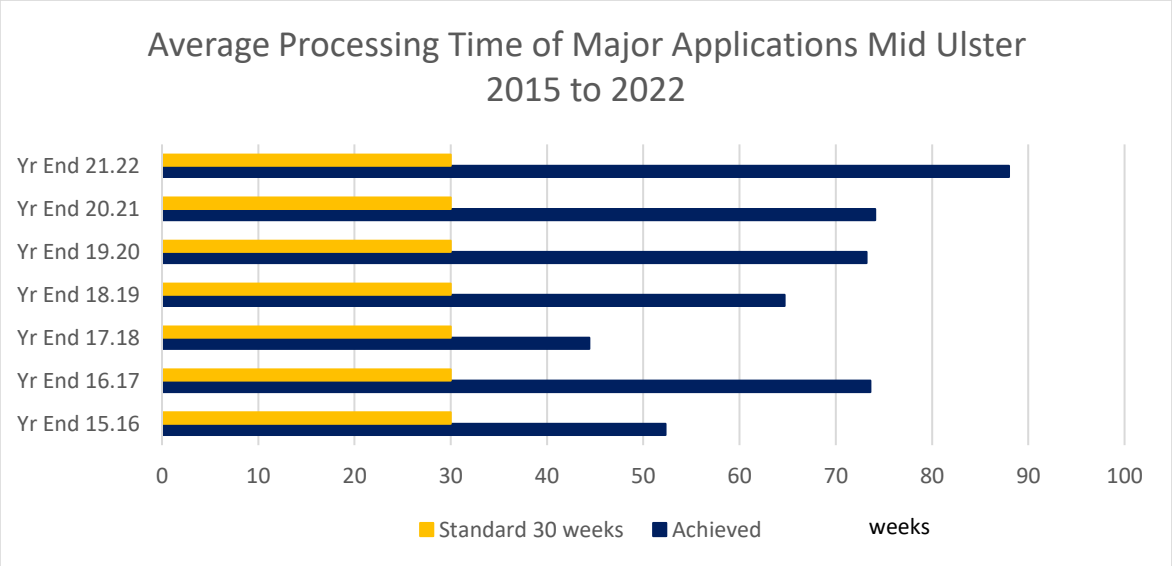
Purpose of Performance Indicator: Planning Department deals with Major Planning applications faster - An application in the category of major development within the meaning of Planning (Development Management Regulations (NI) 2015(a). Major developments have important economic, social and environmental 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 was then subsequently extended until March 2022.

The graph below outline Mid Ulster District Councils Average processing times of major applications from 2015/16 to 2021/22, where the standard is within 30 weeks.

Graph – Mid Ulster Council Average Processing Times for Major Applications 2015 to 2022



Analysis: Less is better

Overall processing performance for 2021/22 continued to be impacted by Covid restrictions during the year and the introduction of new planning portals. The average processing time in weeks for Mid Ulster's Major development applications in 2021/22 was 88 weeks, this is up from 74.1 weeks in 2020/21, an increase of 13.9 weeks from the previous year. Mid Ulster received 10 major planning applications during 2021 to 2022 (the same number was received in the previous year) and approved 13 during the year, whereas 6 were approved in 2020/21. The majority of councils (6 of the 11) processed fewer than 10 major applications to decision or withdrawal during 2021/22.

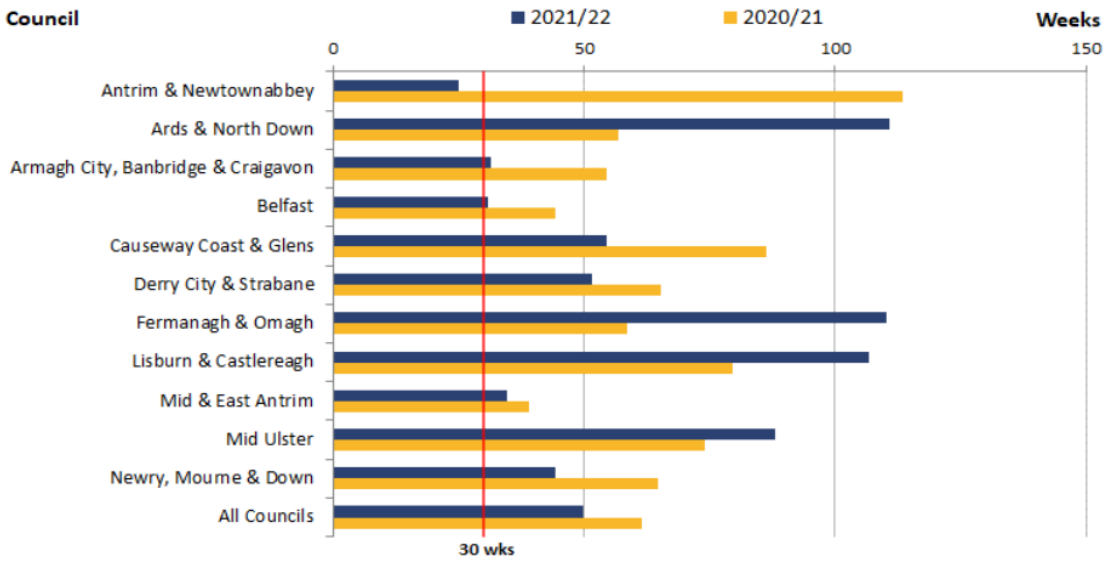
Action Plan:

Standard not achieved, to address this there was a re-structuring of Majors team in April 2022, however in light of medium to long term staff absences this left the major's team of 2 staff. This has been addressed in May 2022 with the re-allocation of some Major applications / PADS (is a pre-application discussion in effect a pre application enquiry case) and a PANS (is a Proposal of application Notice – this is a prior notification to the Council in advance of the submission of a Major application) to within officers working in Development Plan as part of a merging of Development Plan and Major applications teams with a view to developing a more Strategic approach to these service areas. New Head of Strategic Planning will oversee and review the major applications team in Q1 of 2022 moving forward.

Northern Ireland Councils' Performance Data during 2021 to 2022

Comparable performance with other Northern Ireland Councils is outlined in the chart below which is published by the Department of Infrastructure. The average processing time for major applications brought to a decision or withdrawal during 2021/22 was 49.8 weeks across all councils. This represents a decrease of 11.6 weeks compared with the previous financial year and exceeds the 30 week target by almost 20 weeks. One of the 11 councils met the 30 week target in 2021/22; Antrim and Newtownabbey (25.1 weeks).

Graph - Average processing time of major planning applications by NI Councils 2020/21 and 2021/22.



https://www.infrastructure-ni.gov.uk/publications/northern-ireland-planning-statistics

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

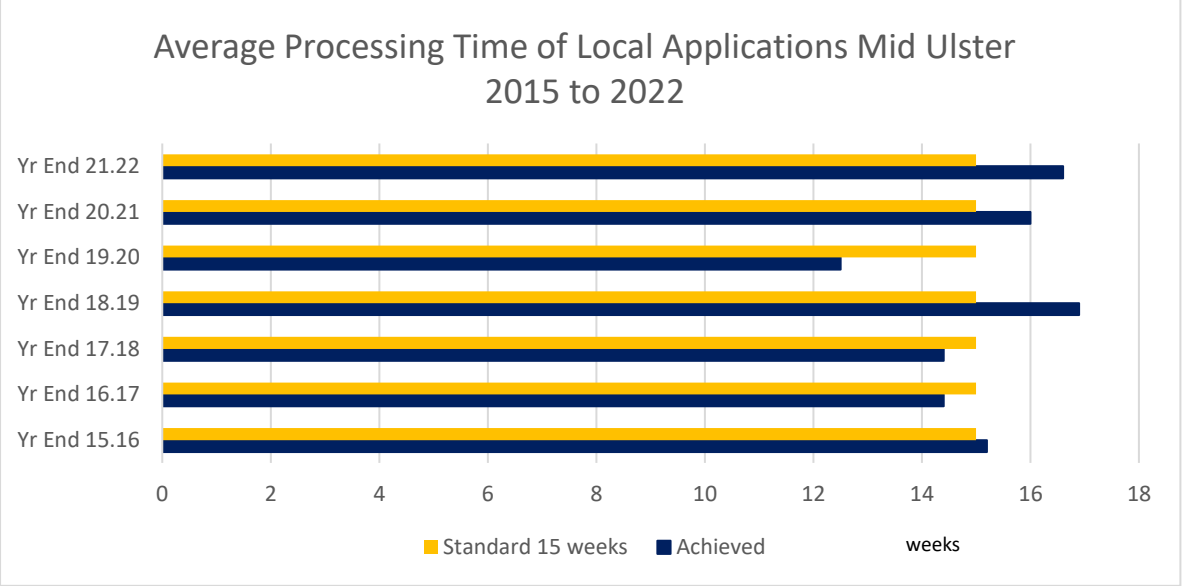
Purpose of Performance Indicator: Local applications means an application in the category of local development within the meaning of the (Development Management) Regulations (NI) 2015, and any other applications for approval or consent under the Planning Act (NI) 2011 (or any orders or regulations made 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 average processing time in weeks for Mid Ulster's local development applications in 2021/22 was 16.6 weeks, this is up from 16 weeks in 2020/21, an increase of 0.6 weeks from the previous year. The total number of local Mid Ulster

applications received in 2021/22 was 1,442 down from 1,524 received in 2020/21. Mid Ulster District Council received the third highest number of applications in 2021/22, after Belfast which received 1,626 and Newry Mourne and Down which received 1,736 during the year.

Graph - Mid Ulster District Councils Average processing times of local applications from 2015/16 to 2021/22, where the standard is within 15 weeks



Analysis: Less is better

Standard of 15 weeks not achieved, however there was a career break within the service and the loss of some staff to the interim IT team (regarding the development of the new planning portal), and other staff to the testing period of the new IT system, has severely impacted the performance of local applications.

Action Plan:

A temporary planning officer has been appointed which will aid performance, however there is a long term staff absence within the service. A new Head of Local Planning has been appointed and will oversee and review the Local applications in Q1 of 2022 moving forward.

Northern Ireland Councils' Performance Data during 2021 to 2022

The average processing time for local applications brought to a decision or withdrawal during 2021/22 was 17.2 weeks across all councils. This exceeds the 15 week target and represents a decrease of 0.6 weeks from the previous financial year. Two of the 11 councils met the 15 week target in 2021/22; Antrim and Newtownabbey (13.2 weeks) and Mid and East Antrim (9.6 weeks).

Graph - Average Processing time of Local planning applications NI Councils 2020/21 to 2021/22



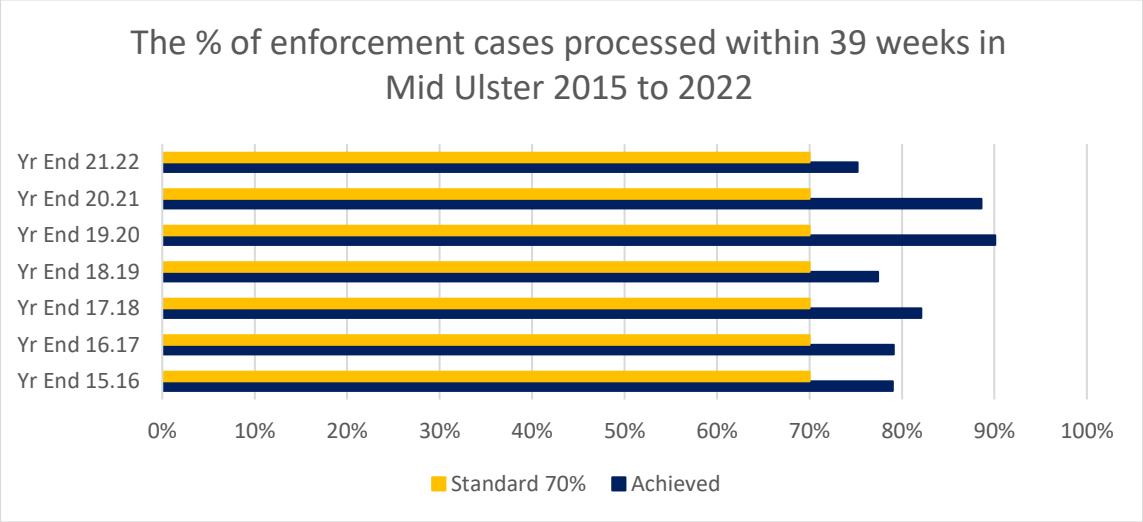
https://www.infrastructure-ni.gov.uk/publications/northern-ireland-planning-statistics

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.

Graph - The percentage of Enforcement cases processed within 39 weeks in Mid Ulster 2015 to 2022



Analysis: More is better

Standard was achieved, however the last quarter's performance within the service was impacted by the loss of an experienced senior officer moving on from their post, coupled with staff on secondment during the reporting period. Members of the Enforcement team were re-assigned their usual duties to facilitate the testing of the new IT system in Q4 which impacted on performance.

Action Plan:

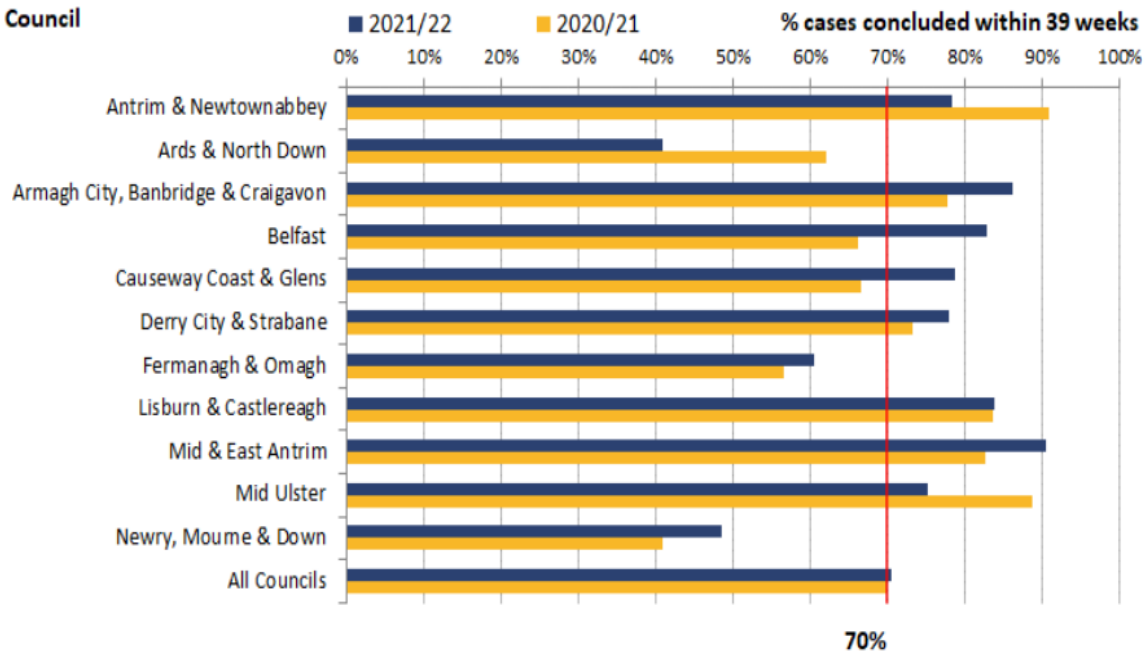
Standard achieved. The new Head of Local Planning will oversee and review the Enforcement performance in Q1 of 2022, together with the implementation of the new IT system. A temporary member of staff will be appointed in Quarter one 2022 to 2023 to ensure the standard is maintained.

Northern Ireland Councils' Performance Data during 2020 to 2021

Across all councils, 70.4% of enforcement cases were concluded within 39 weeks during 2021/22, meeting the statutory target of 70%. This represents an increase from the rate reported for the 2020/21 (69.9%).

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. The table below demonstrates that during 2021/22 eight of the 11 councils met the statutory target: Mid and East Antrim (90.5% of enforcement cases concluded within 39 weeks); Armagh City, Banbridge and Craigavon (86.3%); Lisburn and Castlereagh (83.9%); Belfast (83.0%); Causeway Coast and Glens (78.8%); Antrim and Newtownabbey (78.3%); Derry City and Strabane (77.9%); and Mid Ulster (75.2%).

Graph - The percentage of enforcement cases processed within 39 weeks by Northern Ireland Councils 2020/21 and 2021/22



https://www.infrastructure-ni.gov.uk/publications/northern-ireland-planning-statistics

6.4 Waste Statutory Indicators

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.

Finalised data for 2021/22 are scheduled to be published in November 2022 (annual report) and will supersede previously published data from the four quarterly returns for that financial year.

Data contained in the quarterly and annual reports are published primarily to provide an indication of the progress towards achieving waste strategy targets. They allow for the assessment of the performance of the councils and waste management groups in Northern Ireland in managing waste arisings, recycling, composting and landfill. The proportion of waste collected by each council broadly reflects the population within the councils.

The Landfill Allowance Scheme (NI) Regulations 2004 (as awarded), placed a statutory responsibility on councils in each scheme year, to landfill no more than the quantity of biodegradable waste for which they had allowances. The scheme concluded at the end of 2019/20 financial year, however the continued monitoring of biodegradable waste is required for existing target commitments which specify that it must be reduced to 35 per cent of the total amount (by weight) of biodegradable municipal waste produced in 1995.

The year end result for 2021/22 contains *12 month rolling figures and are provisional data. As already stated an annual report with fully validated figures for 2021/22 is scheduled to be published in November 2021.

The latest annual report with finalised figures (2020/21) is available from the DAERA web-site.

* https://www.daera-ni.gov.uk/publications/northern-ireland-local-authority-collected-municipal-waste-management-statistics-2021

Table – Mid Ulster's Three Statutory Waste Indicator results for 2020/21 and 2021/22

			2020/21		2021/22			
Ref	Statutory Indicator	Standard	Year-End Result	NI Average	Year-End Result	Ranking Against Other Councils	Status	Trend
W1	The percentage of household waste collected by Councils that is sent for recycling	50% by 2020	58.9%	50.9%	*58.2%	2nd		↓
W2	The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled	No standard	1,494 tonnes	NA	*1,537	NA		
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings	No standard	86,049 tonnes	NA	*86,085	NA		

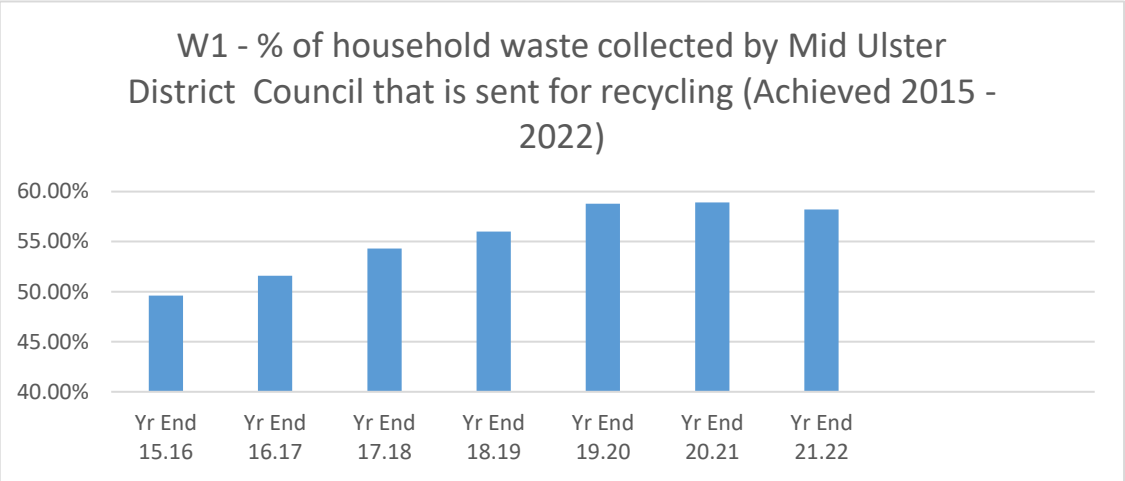
.* 12 month rolling figures

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 graph below represents the percentage of household waste collected by Mid Ulster that is sent for recycling (results 2015 – 2022)

Graph - Mid Ulster Council Household Waste sent for Recycling Results 2015-2022



Analysis: More is better

This is the latest in a number of impressive continued successes for the district in terms of its waste management performance. Mid Ulster is consistently in the top quartile of the table for its household recycling rate, most recently achieving the second highest household recycling rate of all 11 councils here for the 2021 to 2022 period with 58.2% and sits well above the Northern Ireland average of 50.1%.

These are great 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 throughout the continuous ebb and flow of restrictions imposed by 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 as our services emerged out of restrictions during 2021 to 2022.

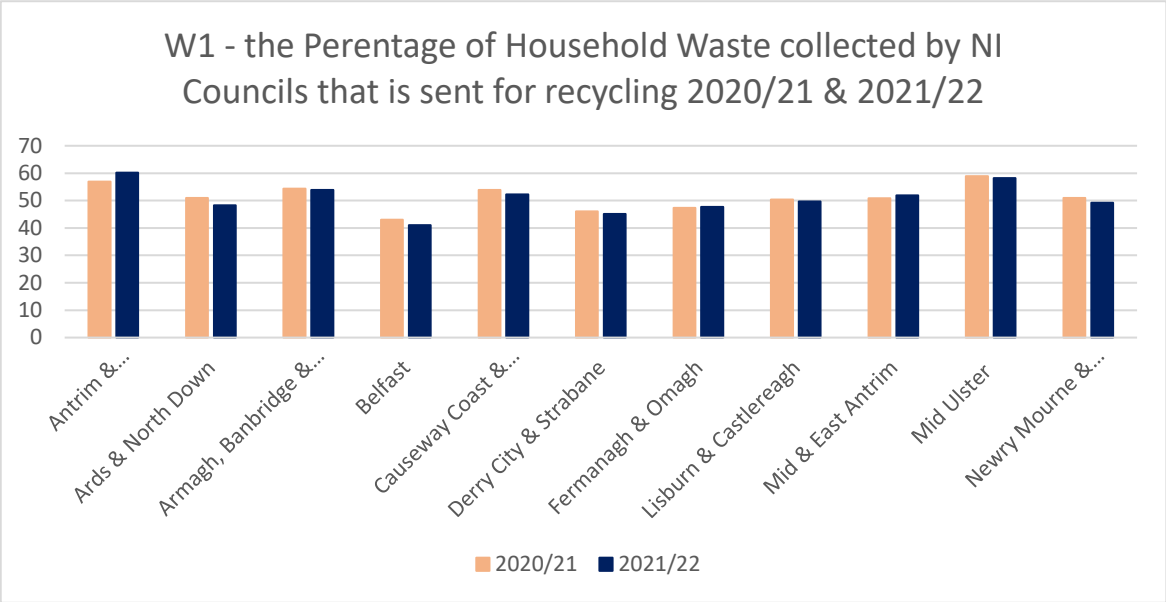
Action Plan:

Standard achieved. Maintain management.

W1 - Northern Ireland Councils' Performance Data during 2021 to 2022

NI Councils 12-month rolling figures for local authority collected (LAC) municipal waste key performance indicators and Waste from Household recycling rate by council 2021/22 and validated data 2020/21 is highlighted in the graph below

Graph – W1 NI Councils percentage of household waste collected that was sent for recycling 2020/21 & 2021/22



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

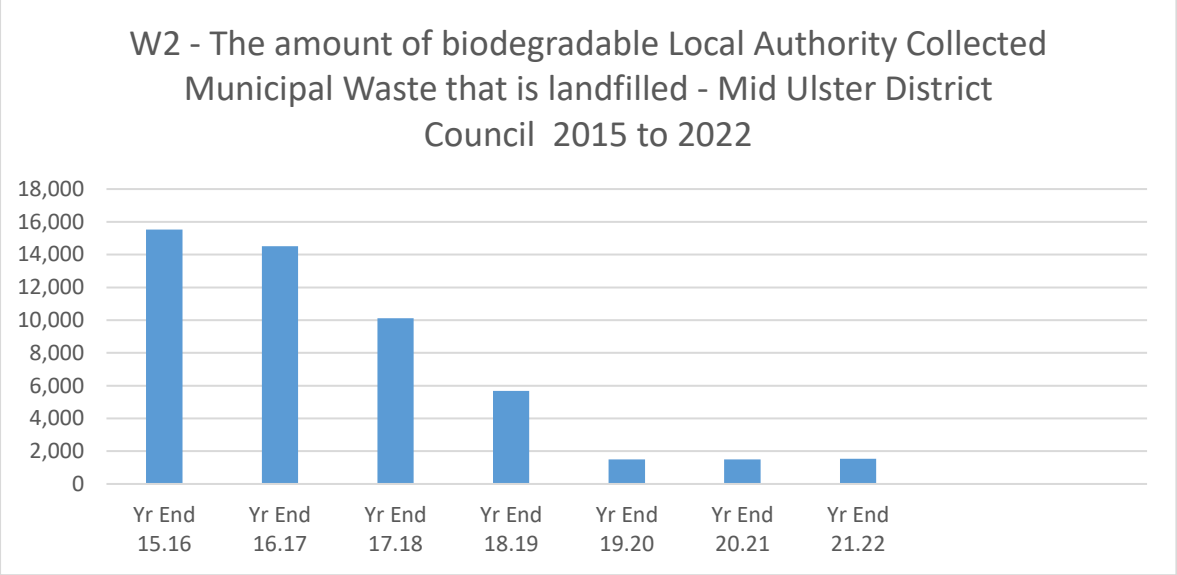
Purpose of Performance Indicator: Meet Statutory Targets (scheme concluded 2019/20) -Local Authority collected Municipal Waste as defined in section 21 of the Waste Emissions Trading Act 2003 (c).

Analysis: Less is better

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. The statutory requirement for all Councils to provide households with a container for food to enable separated collection has been

attributed to the long-term drop in landfill rates. Mid Ulster's 12 month rolling figure for 2021/22 sits at 1,537 tonnes LAC that was landfilled, this is up slightly from last year's cumulative rate of 1,494 tonnes in 2020/21. The graph below highlights the amount of biodegradable Local Authotity Collected Municipal Waste that was landfilled by Mid Ulster District Council from 2015 to 2022.

Graph – W2 Amount of biodegradable LAC municipal waste that was landfilled by Mid Ulster Council from 2015 to 2022



Action Plan:

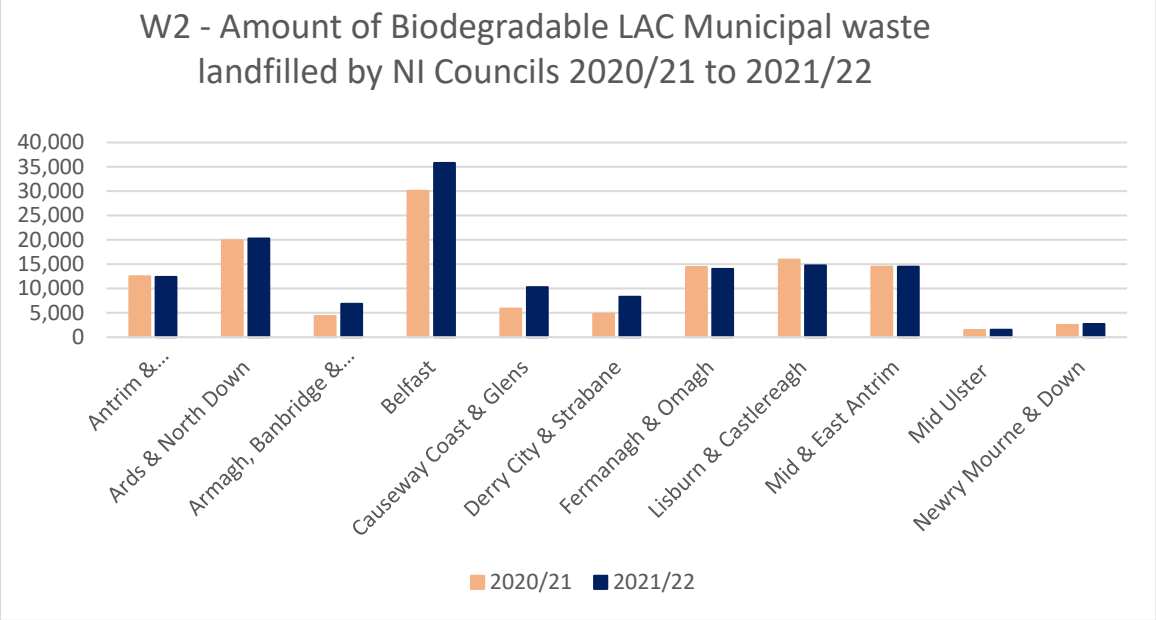
Awaiting further advice on new standard

Northern Ireland Councils' Performance Data during 2021 to 2022

The total amount of biodegradable local authority collected (LAC) municipal waste sent to landfill for all eleven Councils during 2021/22 was 141,312 an increase from last year's figure of 126,404 tonnes in 2020/21.

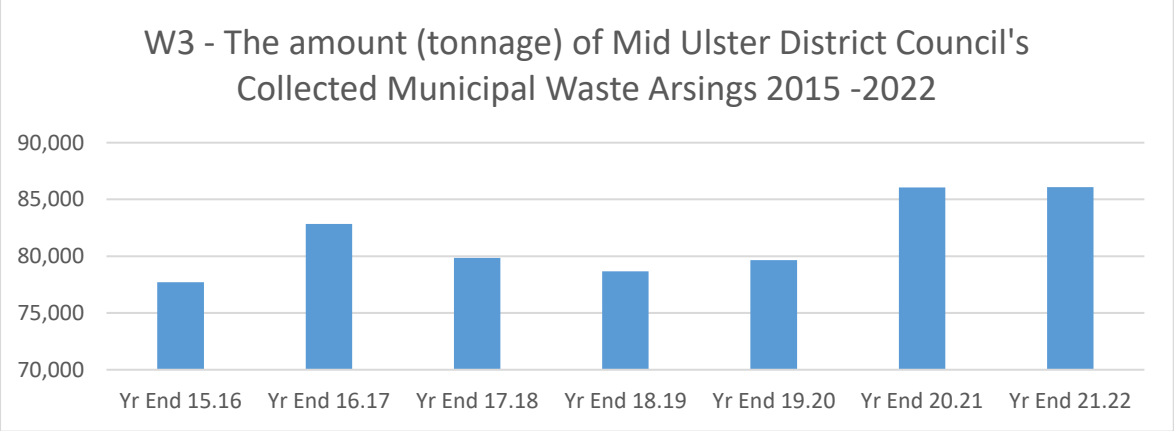
Mid Ulster had the lowest incidence of reported biodegradable LAC municipal waste sent to landfill of all the eleven Northern Ireland (NI) Councils at 1,537 tonnes, while Belfast recorded the highest at 35,786 tonnes. The graph below outlines the amount of biodegradable LAC municipal waste (tonnage) that was landfilled by Northern Ireland Councils in 2020/21 and 2021/22.

Graph – W2 The amount of biodegradable LAC municipal waste (tonnage) that was landfilled by Northern Ireland Councils in 2020/21 and 2021/22



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. The graph below highlights the amount of tonnage of Mid Ulster's collected Municipal waste arisings from 2015 to 2022.



Analysis: Less is better

During 2021/22 in Mid Ulster there were 86,085 tonnes of waste arisings, which is marginally more than last year's total of 86,049 tonnes, this is attributable to the continuing impact of the pandemic.

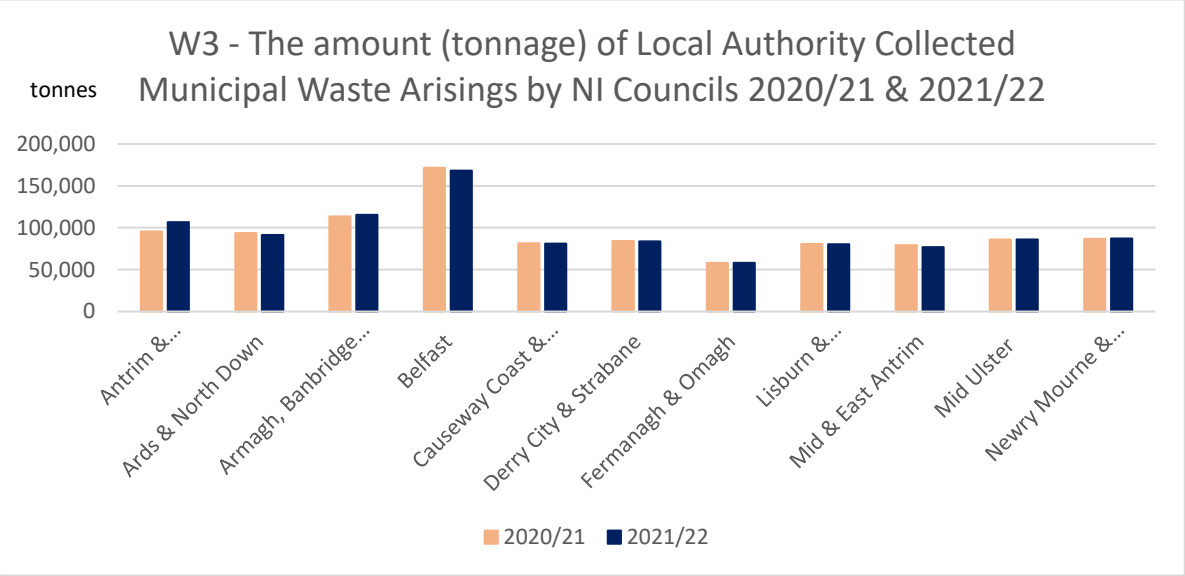
Action Plan:

No set standard. Maintain management.

Northern Ireland Councils' Performance Data during 2021 to 2022

During 2021 to 2022 (rolling 12 months data), the total amount (tonnage) of local authority collected (LAC) municipal waste arisings was 1,034,642. Omagh and Fermanagh Council reported the least amount of tonnage of local collected waste arisings at 58,209 tonnes, Mid Ulster reported 86,085 over the year and Belfast recorded the highest tonnage of local waste arisings at 168,037.

Graph – W3 Amount (Tonnage) of LAC Municipal Waste Arising by NI Councils 2020/21 and 2021/22



7.0 Benchmarking and Council's Self-assessment of Self-imposed Indicators and Standards During 2021 to 2022

7.1 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 key performance indicators are placed within the following themes: 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 2021/22 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.

7.2 Benchmarking

To date there is no agreed overarching Northern Ireland Local Government Performance Management Framework; however two additional performance measures are utilised to benchmark performance within the 11 Northern Ireland Councils, namely Prompt Payments and Absenteeism.

The Department of Communities requests information from councils at the end of each Quarter on the processing of invoices (as detailed in the circular LG 19/2016

Prompt Payment Guidance). Comparative analysis is published on council performance to show members of the public how promptly invoices are paid for each of the council areas, further information is available at: Publications | Department for Communities (communities-ni.gov.uk)

The Northern Ireland Audit Office collate and report on all Northern Ireland Councils' absenteeism figures -refer to the Local Government Auditor's Annual Report, further information is available at : https://www.niauditoffice.gov.uk/publications/local-government-auditors-report-2021

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 year.

7.3 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.

Analysis: More is better

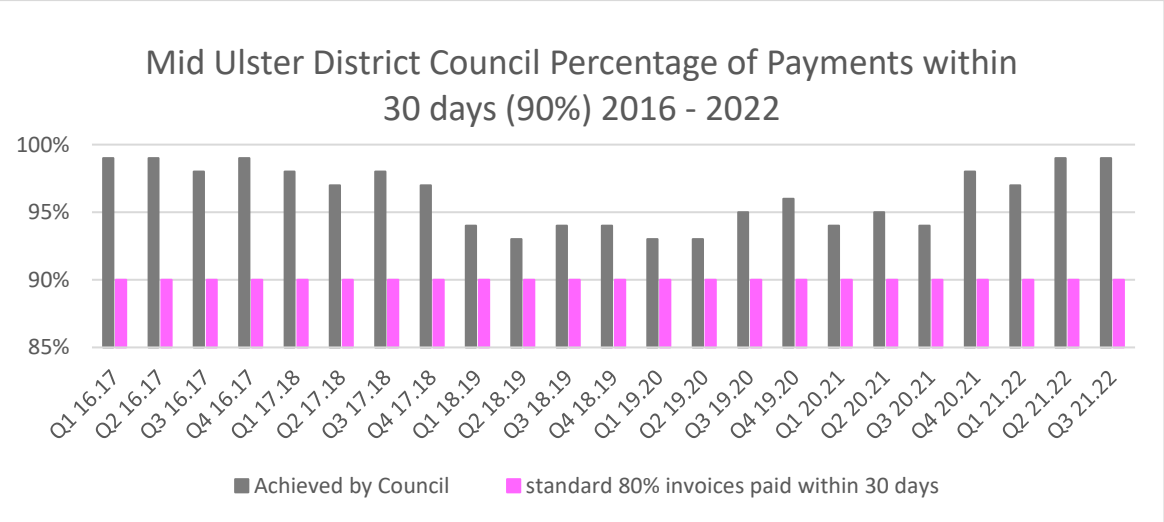
Mid Ulster has consecutively year on year remained one of the fastest payers of invoices to businesses within all eleven Councils. on average in 2021/22 it took Mid

Ulster 8.75 days to pay suppliers, this equates to Council paying 99% of invoices (exceeding the target of 90% of invoices paid within 30 days) and 92.85% of invoices within 10 days, with a total amount paid of £54,787,100.76 in 2021/22.

Mid Ulster has also consecutively hit the target since 2016, Council has exceeded the target in what was a second exceptional year due to the pandemic and even improved its performance over last year's figure of 95%.

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 hundreds of livelihoods across the District. The graph below represents Mid Ulster District Council's (MUDC) achievement of percentage payment invoices within 30 days (90% paid within 30 days) 2016 – 2022.

Graph – MUDC percentage of payments within 30 days (standard 90%)



Action Plan:

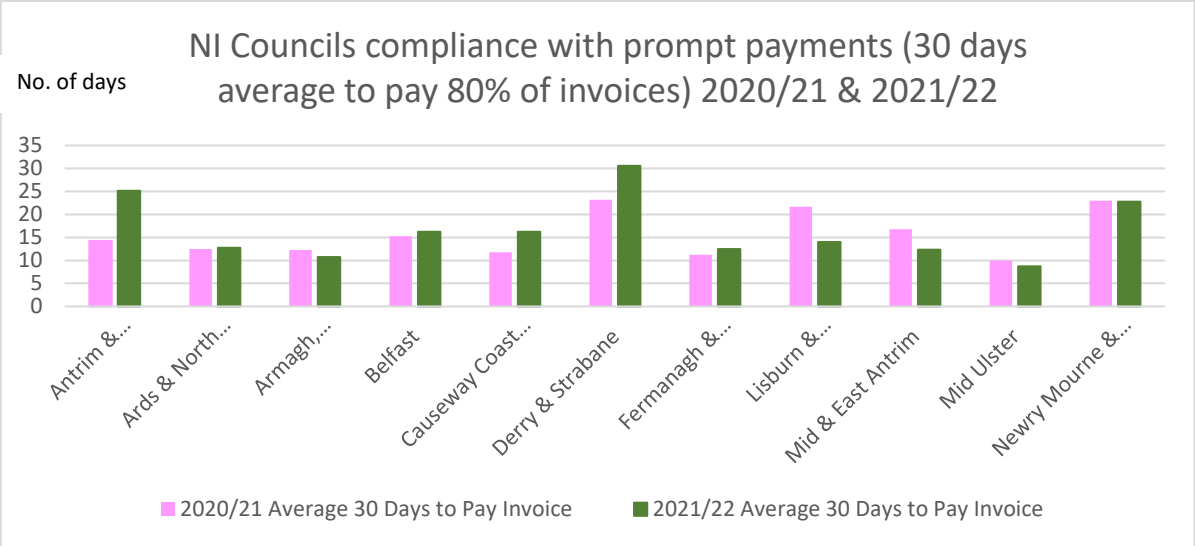
Standard achieved. Maintain management.

Northern Ireland Councils' Performance Data during 2021 to 2022

Mid Ulster has consistently been able to pay invoices quickly. In total the Council paid 20,237 invoices during 2021/22, Derry and Strabane Council paid a similar amount of invoices during the year 20,584 however it took on overage 30.57 days

to pay an invoice (compared with Mid Ulster's 8.75 days) and by the end of the year 64.67% of their invoices were paid within 30 days. The table below shows Northern Ireland Councils compliance with prompt payments (30 days average to pay 80% invoices) 2020/21 to 2021/22.

Graph – NI Councils compliance with prompt payments (30 days average to pay 80% invoices)



7.4 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.

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 CIPD[1] 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 then 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 Hugh[2] 2001a) and how well managed and efficient the organisation is; that is the 'health of the organisation' (HSE[3] 2002).

1. Chartered Institute of Personnel Development (2006a) Absence management: annual survey report. London. Chartered Institute of Personnel and Development.

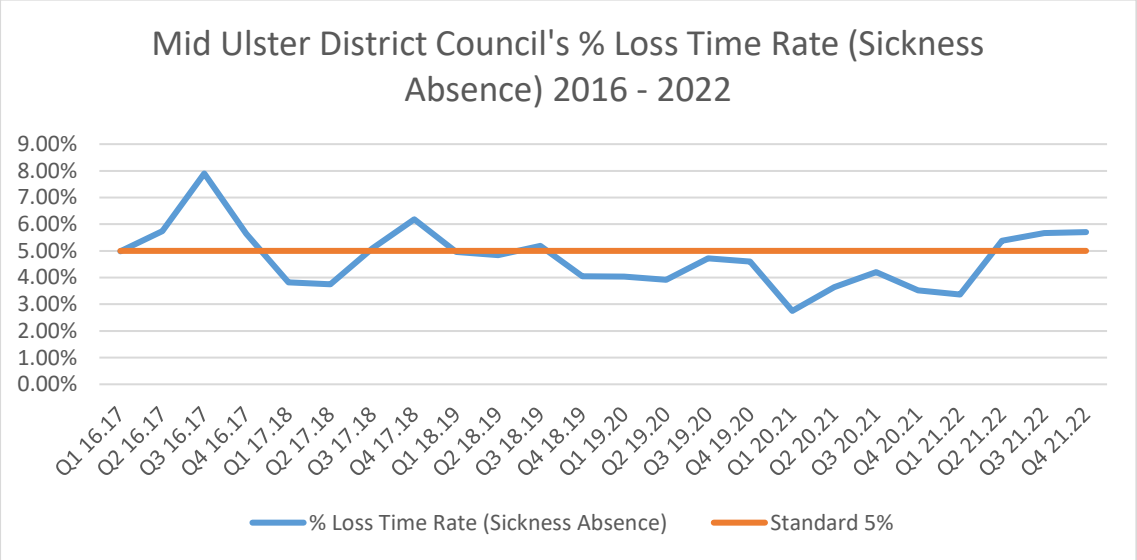
2. McHugh, M (2001a) Employee absence: an impediment to organisational health in local government, The International Journal of Public Sector Management, 14:1, .43-58

3. Health and Safety Executive (2002) Survey of Occupational Health Support. HSE Contract Research Report 445/2002, London. Health & Safety Executive

Analysis: Less is better

The impact of the on-going global pandemic can be seen in the steadily increasing numbers of sickness absence during 2021 to 2022, end of year total of 5.03% compared with 2020/21, which saw a yearend total of 3.57%. COVID-19 continued to impact both those infected with Covid and those who have been awaiting procedures or treatment for other conditions which has led to worsening conditions due to long waiting times for treatment/tests. The first quarter in 2021/22 saw a percentage loss rate is 3.36% (1662.50 days), 79.5 days less the previous quarter four in 2020/21. In comparison to the same quarter in 2020/21 there had been an increase from 2.75% (1337 total days lost) to 3.36%, 1662.5 days lost. Although these figures represent an increase from same period last year it must be highlighted that last year's Quarter One figures were impacted greatly by COVID 19 (refer to graph below).

Graph - Mid Ulster District Councils Percentage Loss Time Rate (Sickness Absence) 2016 to 2022.



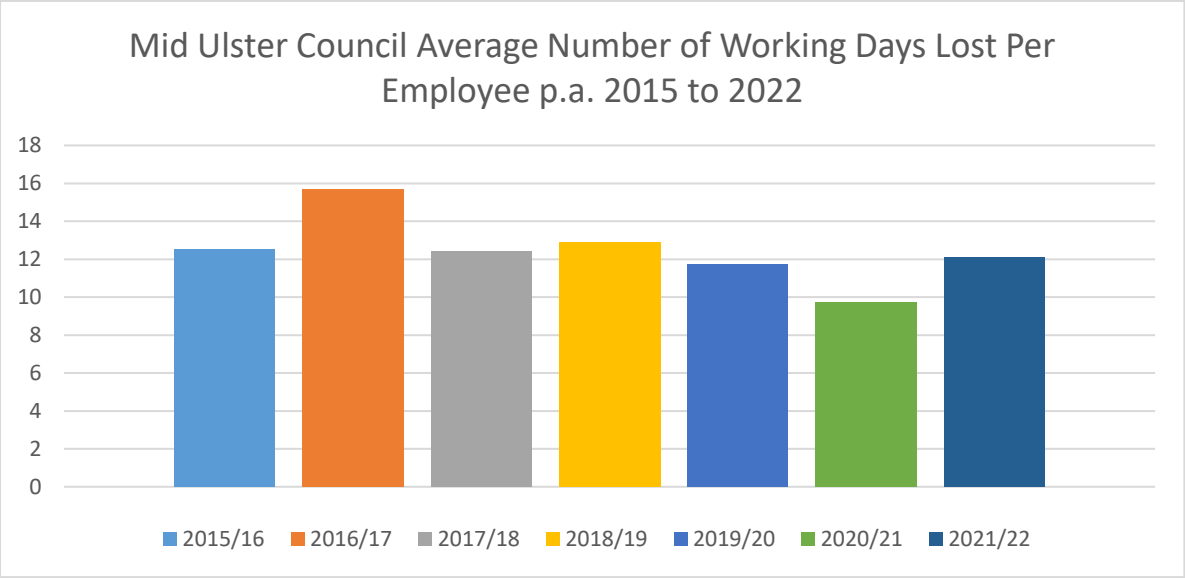
There were a number of factors which may have resulted in these unusually low figures of Quarter One 2020/21, firstly, at that time we furloughed a number of staff due to facility closures or those considered "at risk/shielding" and the lower number of staff available for work may have contributed to the lower percent loss rate.

In line with government advice those staff that displayed similar "symptoms" to Covid-19 were advised to stay at home and self-isolate for up to 14days. This

absence was not recorded as sickness absence but previously would have been considered as an “infection” related short term absence, however we are unable to distinguish the difference between absence reasons due to the limited testing available at that time. The number of staff furloughed in this quarter last year resulted in a lower number of staff being available for work which may have contributed to the lower percent loss rate to date, furlough ended for staff in May, as our services returned to more normal operating hours and staffing levels, giving a more rational reflection of absence levels within the Council.

It is also helpful to realise the average number of working days lost per employee or full time equivalent from the new Council forming in 2015 until 2022 - see graph below (this allows for benchmarking with other Councils against this performance measure).

Graph - Mid Ulster District Council the Average Number of Working Days Lost from 2015 to 2022.



Action Plan:

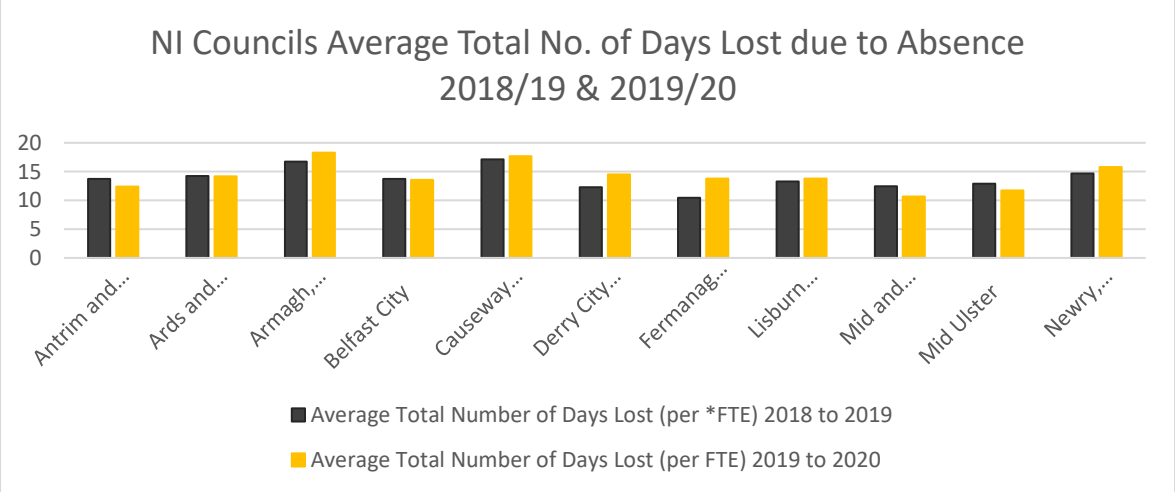
Plan of Action to bring this back on track is to fully utilise our new reporting system for 22-23 absence to help identify trends and deal with absence more efficiently. The CORE system (new system) runs on live data and is reliant on the accuracy of the data input now by Line Managers with regards to absence. As a result a large number of Managers were recently re- trained on recording absence and absence changes on Core so we should see more accurate and timely recording of absence

by line managers going forward. The HR Team are constantly developing the new HR Core System to maximise its potential to assist managers with Absence Management in their areas. It is also planned in coming months to review the current Absence Management Policy to ensure it still meets the needs of the Organisation. The HR Team will continue to work with Line Managers, Occupational Health professionals and staff in an effort to manage absence as efficiently and effectively as possible.

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[2]. 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.

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



*FTE denotes Full Time Equivalent Employee

[2] NI Councils performance data for 2020/21 was to be forwarded from the Department of Communities

8.0 Overall Assessment for 2021 to 2022

As a result of the continuing restrictions in response to Covid-19, this again has been a year with large variations across communities. Services were also operating at different levels, with many opening at reduced capacity in adherence to health and safety requirements and in respect of the easing of legislative restrictions, which were continually reviewed and approved by the Northern Ireland Executive during 2021/22, (the Executive were informed by medical and scientific advice at the time.)

Many services continued to operate as normal, some services switched to hybrid working, like many other organisations across the world. As a result comparative changes in indicator values from the previous years should be treated with caution, given the impact and extenuating circumstances of the pandemic, during the second year of responses to it. Targets could not be set for some of the Corporate Health Indicators for the year 2021-22 and indicator values would be viewed as continuing to establish baselines and reset for the period 2022-23 moving forward (regarding recovery and building out of the pandemic).

The Council still performs well across many of the Corporate Health and Service indicators in what has been again another challenging year. In the remaining areas where there is scope for building on levels of performance, services are assessing targets as part of plans for re-building. Departments will continue to closely monitor progress and take appropriate action.

The focus is now on renewal whilst still responding to the legacy challenges of COVID. 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 continued for some time during the year to be impacted by the restrictions of Covid and consumer confidence.

Mid Ulster District Council has continued to achieve robust performance results across many areas including, maintaining excellent household recycling rates and remains a local Council leader in ensuring prompt payments are received by suppliers of works and or services.

In relation to the statutory jobs promoted target, at 163 jobs, Mid Ulster during 2021 to 2022, slightly exceeded the EU Programme target of 158 jobs promoted, but not the Statutory Target of (210 jobs) and is up from last year's total of 132 jobs promoted in 2020 to 2021.Had the new proposed amended standard (legislation) of 153 jobs promoted been in place in year, then the target for Mid Ulster would have been achieved.

Mid Ulster's planning performance measures saw the pandemic continue to have an impact on planning activity/processing, this was also felt across so many other NI Councils. This was also re-iterated from regular feedback received by the Department from planning authorities. In addition the planning portal was inaccessible to planning staff for periods during January and February 2022 which was likely to have impacted processing capabilities, and again caution should be used when comparing with other time periods. Mid Ulster utilised the latter part of 2021/22 to configure a new Mid Ulster planning portal, which went live on the 22nd of June 2022. The remaining 10 Councils expect their collaborative system to be implemented in autumn 2022.

While sickness absence figures rose (2021/22) in relation to the previous year's figures, it must be remembered that during 2020/21 large swathes of service provision was closed, staff furloughed and vulnerable staff were shielding. The legacy of Covid has impacted our staff in relation to waiting lists for various conditions and again caution should be applied when comparing successive year's performance measures.

Work has already commenced in 2021/22 on a re-structuring exercise within the Council, which has seen significant changes to the senior leadership teams. Working collaboratively with our Trade Unions through continual dialogue will ensure that new ways of working are sustainable for individuals and the organisation and ultimately the services Council delivers to its customers.

The four improvement projects within the two year Performance Improvement Plan 2021/22 to 2022/23 have in the main made steady progress against the completion of activities and associated measures within the first year. The project achievements were made against the backdrop of the continuing challenges faced

due to the ebbs and flows of the pandemic's transmission rates and the associated changing legislative requirements placed on Council services and the wider community. The Capital improvement project, made steady progress against the capital programme, however due to Council re-structure, Senior Management has sought more development time in relation to the development of new capital programmes procedural guidance and any associated learning and development programmes.

Council is realistic that the renewal process building out of the pandemic, will take significant time and be influenced by a number of significant issues, and will not necessarily be linear. Clearly, there remains challenging and difficult times ahead.

As this annual report is retrospective it is also timely to consider the current "cost of living" crisis. This in effect refers to the fall in 'real' disposable incomes (that is, adjusted for inflation and after taxes and benefits - that the UK has experienced) since late 2021. It is being caused predominantly by high inflation outstripping wage and benefit increases and has been further exacerbated by recent tax increases in 2022/23. Cost pressures have been apparent in the economy since mid-2021[1], when many advanced countries re-opened their economies from coronavirus lockdowns.

This report fulfils our statutory duty to report on our performance, 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.

[1] Cost of living crisis | The Institute for Government

9.0 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 a alternative format please contact

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Appendix One – Mid Ulster District Council Corporate Health Indicators.

1.0 - Economy Measures

Ref. No.	Measures	Lead Service	Standard/ Target	Annual Outturn 2018/19	Annual Outturn 2019/20	Annual Outturn 2020/21	Year End Result 2021/22
1.1	No. of jobs promoted	Economic Development, Tourism Strategic Programmes	**210	204	185	132	163
1.2	Average Processing time for Local Planning Applications (weeks)	Planning	15 weeks	16.9	12.5	16	16.6
1.3	Average Processing time for Major Planning Applications (weeks)	Planning	30 weeks	64.7	73.2	74.1	88
1.4	% of Building regulations applications determined to target	Building Control	90%	90%	91%	94%	92%

** Currently passing through amendment to legislation, this would see Mid Ulster District Council's Standard as 153 jobs promoted moving forward.

2.0 - *Waste Management

Ref. No.	Measures	Lead Service	Standard/ Target	Annual Outturn 2018/19	Annual Outturn 2019/20	Annual Outturn 2020/21	Year End Result 2021/22
2.5	% of household waste going to landfill	Environment	4%	16.31%	3.75%	3.66%	3.63%
2.6	% of household waste recycled	Environment	58%	55.98%	58.86%	54.75%	58.21%

*some data awaiting validation reports from Executive Departments

3.0 - Council Facilities

Ref. No.	Measures	Lead Service	Standard/ Target	Annual Outturn 2018/19	Annual Outturn 2019/20	Annual Outturn 2020/21	Year End Result 2021/22
3.7	Visitors to Arts/Cultural Venues	Communities & Place	TBC	120,247	135,939	7,208	38,422
3.8	Users of Leisure and Recreational Facilities	Communities & Place	TBC	2,230,312	2,071,748	1,232,504	1,604,486
3.9	Visitors to Council Offices	OD, Performance & Strategy	TBC	Not available	40,294	9,484	20,711
3.10	Number of RIDDOR incidents	Environment	NA	11	14	6	3

4.0 – Better Responses

Ref. No.	Measures	Lead Service	Standard/ Target	Annual Outturn 2018/19	Annual Outturn 2019/20	Annual Outturn 2020/21	Year End Result 2021/22
4.11	FoI requests responded to within target	OD, Performance & Strategy	90%	86%	88%	87%	88%
4.12	Complaints dealt with within target	Chief Executives	90%	Not available	89.47%	79.42%	86.20%
4.13	Correspondence responded to within target	Chief Executives	90%	Not available	85.75%	80.74%	73.98%
4.14	Number of online transactions	Corporate Services & Finance	<18,490	16,655	17,022	18,490	59,331

5.0 – Resident Satisfaction

Ref. No.	Measures	Lead Service	Standard/ Target	Annual Outturn 2018/19	Annual Outturn 2019/20	Annual Outturn 2020/21	Year End Result 2021/22
5.15	% of residents content with our services	Marketing & Communications	80%	Not Available	Not Available	Not Available	Not Available
5.16	% of residents that agree Council keeps them informed	Marketing & Communications	80%	Not Available	Not Available	Not Available	Not Available
5.17	% of residents that agree that Council listens and acts on concerns	Marketing & Communications	80%	Not Available	Not Available	Not Available	Not Available
5.18	Number of organisations receiving Grant Aid	Communities & Place	NA	800	860	399	507

6.0 - Staffing

Ref. No.	Measures	Lead Service	Standard/ Target	Annual Outturn 2018/19	Annual Outturn 2019/20	Annual Outturn 2020/21	Cumulative 2020/21
6.19	Number of staff (*FTE's) on payroll	OD, Performance & Strategy	NA	713.3	706.82	726.83	708.45
6.20	Number of casual staff employed in the past 12 months	OD, Performance & Strategy	NA	70	31	14	45
6.21	% Attendance	OD, Performance & Strategy	95%	95%	95.69%	96.46%	96.27%
6.22	% Overtime	Corporate Services & Finance	2.5%	1.66%	1.32%	0.71%	0.85%

* Full Time Equivalent Employee

7.0 – Engaged Workforce

Ref. No.	Measures	Lead Service	Standard/ Target	Annual Outturn 2018/19	Annual Outturn 2019/20	Annual Outturn 2020/21	Year End Result 2021/22
7.23	% of workforce satisfied with current job	Marketing & Comms	80%	60.95%	65.34%	*65.34%	*65.34%
7.24	% of workforce of take pride in working for Mid Ulster District Council	Marketing & Comms	80%	79.48	84.07%	*84.07%	*84.07%
7.25	% of workforce who understand Councils priorities and how they contribute towards them	Marketing & Comms	80%	69.91	78.13	*78.13	*78.13

* Figures relate to 2019/20 survey – survey undertaken every 2 years.

8.0 - Finances

Ref. No.	Measures	Lead Service	Standard/ Target	Annual Outturn 2018/19	Annual Outturn 2019/20	Annual Outturn 2020/21	Year End Result 2021/22
8.26	Loans Outstanding	Corporate Services & Finance	NA	£6,746,933	£6,114,748	£5,459,789	£4,780,670
8.27	Cash Reserves	Corporate Services & Finance	£10 M	£13,029,169	£11,791,888	£29,955,234 *	£35,013,037
8.28	Invoices Paid Within 30 Days	Corporate Services & Finance	**90%	94%	94%	95%	99%

*£29,955,234: Non-recurring receipts £7M Covid Funding, £18M DAERA funding, £850K Rates Support Finalisation

** Mid Ulster District Council target