

Report on	Performance Improvement Update Qtr. 1 - Qtr. 3 (2021-2022) on four improvement projects and Performance Improvement Indicators/standards
Date of Meeting	Thursday 3 rd February 2022
Reporting Officer	P Moffett, Assistant Director
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	The report provides members with monitoring information on the review of Council's performance against our seven statutory and three corporate performance improvement indicators and standards, along with an overview of the Corporate Health Indicators for the first nine months of 2021/22. The report also provides a performance progress summary against the Council's four corporate improvement objectives and their associated project plans. The indicators and standards, the 4 improvement projects and corporate health indicators are contained within our Two Year Performance Improvement Plan (PIP) for 2021/22 to 2022/23.
2.0	Background
2.1	<p>Council Discharging Duties under the Local Government Act (NI) 2014</p> <p>Part 12 of the Local Government Act (NI) 2014 sets out a General Duty of Improvement in that, "a Council must make arrangements to secure continuous improvement in the exercise of its functions". It sets out that a Council must consult upon and publish an annual Performance Improvement Plan by 30th of June each year, setting out how it aims to make arrangements to secure improvements in the "exercise of its functions".</p>
2.2.	<p>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 were identified for consideration and approved by elected members as a focus for continuous improvement.</p> <p>The Council's four 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</p>

	members for approval at their April 2021 Policy & Resources Committee before being considered by Council
2.3	Each improvement objective within Council's PIP plan is aligned with an improvement project and associated activities/measures. Each project is under the direction of senior responsible officer (Head of Service/Assistant Director). In year there are 35 improvement activities. This report offers details of our nine month progress, Quarter One (Q1), Quarter Two (Q2) and Quarter Three (Q3) in delivering the Improvement Objectives contained within our Performance Improvement Plan 2021/22.
2.4	<p>The Corporate Improvement Projects (CIP's) and associated activities included in the Performance Improvement Plan for 2021/22 are:</p> <ol style="list-style-type: none"> 1) Mid Ulster District Council will seek to reduce the environmental impacts of our own activities and will contribute to the improvement of the wider environment through local action - currently there are 18 improvement activities 2) We will ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them – currently 5 improvement activities 3) To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment – currently 9 improvement activities 4) We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people – currently there are 3 improvement activities. <p>The performance/progress of the Council's four corporate improvement projects 2021 - 2022 are found in Appendix One (Corporate Improvement Projects 2021/22 Nine Month Progress Update Q1 – Q3)</p>
2.5	<p>Statutory & Corporate Performance Improvement Indicators/Standards</p> <p>Local Government (Performance Indicators and Standards) Order (NI) 2015 has specified performance indicators and standards for Mid Ulster District Council on Economic Development, Planning and Waste Management (there are currently seven statutory indicators/standards). Statutory indicators and standards/targets have been set by the former Department of the Environment (now Department for Communities), on which to report annually, as part of the performance improvement arrangements for district councils, (hereafter referred to as statutory “set for us” performance measures). The aim of the performance measures is to promote the improvement of service delivery for the functions specified.</p>
2.6	Council has identified three self-imposed performance improvement indicators and standards and hereafter referred to as “self-imposed”

performance measures. These form an integral part of our Performance Improvement Plan for 2021/22. Taken together all ten measures (statutory and self-imposed indicators) feed into the Corporate Performance “Health” Indicators/Measures (of which there are 28 in total – see 2.7). All of the performance indicators, statutory, self-imposed and organisational health indicators, are considered as forming part of our day-to-day business and act as a barometer of how the Council is improving Corporately. The Performance Progress of the statutory and set by us indicators/standards is outlined in Appendix Two (refer to Mid Ulster District Council Performance Improvement Plan 2021 to 2022 Statutory & Corporate Performance Improvement Indicators - Nine Month Progress Report 2021/22).

2.7 Reporting on the Councils Corporate “Health Indicators”

The committee at its meeting of October 2017 considered a suite of “*Corporate Health Indicators*” for reporting on to elected members, presented by the Head of Communications. Council at its November 2017 meeting approved the corporate health indicators. Reporting on the Corporate health indicators provides a barometer of how the council is doing across its services; Indicators are effectively a ‘performance dashboard’, providing a summary of how the Council is doing across 8 key areas:

Economy	Waste Mgt.	Council Facilities	Better Responses
Resident Satisfaction	Staffing	Engaged Workforce	Finance

Refer to Appendix Three.

3.0 Main Report

3.1 Monitoring & Reporting on the Statutory & Self-Imposed Performance Indicators and Standards

The Performance Improvement Plan 2021 to 2022 - Statutory and Corporate Improvement Indicators Report for the first nine months of 2021/22, gives an overview of progress in relation to managing and monitoring Mid Ulster Council’s Corporate Improvement Performance Indicators (refer to Appendix Two). Some of the data which form the statutory “set for us” indicators are reliant on third party information being supplied to Council services and are classed as management data as opposed to ‘audited’ data.

The management of Mid Ulster’s District Council’s 10 Statutory and Self-Imposed Indicators is a key mechanism within the Council’s Performance & Improvement Framework. Information relating to the 10 indicators will be updated and provide:

- Performance against target, assessment, action plan, & comparative trend analysis (over time).
- Reporting & management accountabilities.

- Target Direction; more is better, less is better etc. - (refer to measures i.e. numbers/percentages).
- Performance trend, which utilises symbols to show whether there is improvement, no change or a fail /or change in a performance indicator compared to the last period.
- Results against targets are assessed using a red, amber, green (RAG reporting) status; this shows whether performance is on or exceeds target (green), whether it is close to target (amber), or failing (red), blue signifies the action is completed, and the colour purple indicates that information is not yet available.
- Links to the corporate plan
- Activity of 10 Performance Improvement PI's, at Senior management Team, will be closely monitored, as part of the overall information to ensure Council reacts appropriately to changing levels of demand.

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A summary of 10 Corporate Performance Improvement Indicators at end of Q1 to Q3 2021/22 is outlined below:

Quarter One

- 7 indicators are reported as Green – on target
- 1 indicator is close to target - Amber
- 2 indicators are red in that they are falling short of the pre-defined standard
- 0 indicators are currently awaiting data to be supplied (in the main supplied by government departments) - Purple

Quarter Two

- 6 indicators are reported as Green – on target
- 0 indicator is close to target – Amber
- 3 indicators are red in that they are falling short of the pre-defined standard
- 1 indicator is currently awaiting data to be supplied (in the main supplied by government departments) - purple.

Quarter Three

- 1 indicator is reported as Green – on target
- 0 indicator is close to target – Amber
- 2 indicators are red in that they are falling short of the pre-defined standard
- 7 indicators are currently awaiting data to be supplied (in the main supplied by

3.2

Monitoring and Reporting the Corporate Improvement Plan Projects

The activities/measures in the Corporate Improvement Projects (CIP's) are outlined in Appendix One. Monitoring of the Corporate Improvement Plan is

	<p>made through the quarterly reporting of services' operational improvement objectives, contained within the annual service improvement plans (SIPS).</p> <p>The SIPS are part of Council's approach to ensuring/mitigating action to manage, maintain and improve performance or to re-prioritise work in consultation with management, staff and members.</p> <p>The Corporate Improvement Projects (CIP's) Q1 to Q3 – 2021/22 Nine Month report is divided into four sections. Each section concentrates on reporting the progress against each improvement objective and related project outline. The reporting format explains how each activity or measure in the project has progressed (commentary section), highlights the delivery dates, expected outcomes (the difference it will make); as well as the current quarter's status (through RAG reporting).</p> <p>3.3 Summary of Corporate Improvement Projects (CIP's) Nine Month Progress</p> <p>Outlined below is a summary of the Corporate Improvement Plan Projects' activity for Q1 to Q3 2021/22. Council is currently monitoring 35 improvement actions/measures throughout the four Improvement Project Plans (CIPS) during 2021/22. To date in Q3 there are:</p> <ul style="list-style-type: none"> a) 24 actions - on target b) 8 actions - trending away from target c) 1 action - completed d) 1 action - missed target e) 1 action - awaiting data/no longer deemed in year priority by SMT f) 0 actions not due to have started <p>3.4 Evaluation on the Nine-Month Progress of Improvement Projects 2021/22.</p> <p>To provide an assessment on progress of the improvement plan and an informed judgement, the following assessments have been made, based on information made available from services (Table 1 - Evaluation Descriptors).</p> <p>Those improvement objectives assessed as "Excellent" or "Good" are not a cause for concern. Areas assessed as "acceptable" will require a watching brief, while areas evaluated as "improvement required" require attention. Evaluation is made using the following:</p>
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Table 1. - Evaluation Descriptors

Status	Evaluated as	Explanation
Green	Excellent	All actions and measures are on track
Amber	Good	Actions and Measures are mostly on track, several are falling marginally short of planned targets
Orange	Acceptable	Some actions and measures have deviated from plan and some are falling short of planned targets
Red	Improvement required	Actions and measures are mostly falling short of planned targets

Table 2. - Evaluation of progress in Q1 to Q3 - 2021/22 Improvement Projects.

	Q1 Apr – Jun	Q2 Jul - Aug	Q3 Oct - Dec
Improvement Project One	Overall Evaluation for Improvement Project One		
1) CIP 1 - Mid Ulster District Council will seek to reduce the environmental impacts of our own activities and will contribute to the improvement of the wider environment through local action - currently there are 18 improvement activities/measures	Excellent	Good	Good
Improvement Project Two	Overall Evaluation for Improvement Project Two		
2) CIP 2 – We will ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them – currently 5 improvement activities	Excellent	Good	Good
Improvement Project Three	Overall Evaluation for Improvement Project Three		
3) CIP 3 – To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment – currently 9 improvement activities	Excellent	Excellent	Excellent

	Improvement Project Four	Overall Evaluation for Improvement Project Four		
	4) CIP 4 –.We will contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities and opportunities for local people – currently there are 3 improvement activities	Excellent	Acceptable	Acceptable
4.0	Other Considerations			
4.1	Financial, Human Resources & Risk Implications			
	Financial: N/A			
	Human: N/A			
	Risk Management: The data quality contained in this Performance Improvement Progress Report is provisional, as unaudited “data” and characterised as management information. In-year results may be subject to later revision.			
4.2	<u>Screening & Impact Statements</u>			
	Equality & Good Relations Implications: N/A			
	Rural Needs Implications: N/A			
5.0	Recommendation(s)			
5.1	Members review the performance and progress against the standards/targets and provide commentary as necessary.			
6.0	Documents Attached & References			
	<p>Appendix One: Corporate Improvement Projects 2021/2022– Nine Month Progress Update (Q1 to Q3)</p> <p>Appendix Two: Mid Ulster District Council Statutory & Corporate Performance Improvement Indicators (Nine-Month Progress Report 2021/22).</p> <p>Appendix Three: Corporate Health Indicators Infographic Q1 to Q3 2021-22</p>			