

# **Mid Ulster District Council**

## **Corporate Performance Improvement Plan**

**2019 - 2020**

**May 2019**

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## Foreword

At the start of each financial year, as a Council, we are required to publish a forward facing improvement plan setting out short-term improvement objectives for the financial year ahead (the document is referred to as the Council's Annual Corporate Improvement Plan). This plan sits within a hierarchy of plans and strategies that provide focus and direction on the Council's delivery of services. To ensure we concentrate our efforts on the right things and show our commitment to improving the areas that matter most to Mid Ulster Citizens, our annual improvement plan and objectives are aligned directly with the Council's Corporate Plan and with the Ten Year District Community Plan.

The Council is uniquely placed to bring its own services together with the work of other agencies, communities, families and individuals for the benefit of the people of the District. We recognise that at times we will have to make significant changes in the way we think and operate in order to meet significant challenges ahead for our communities, not least the increasing demands made on many of our services, against a background of shrinking budgets. Realising our vision will depend on all of us having a shared understanding of our corporate priorities and statutory obligations as well as our individual roles and responsibilities in their achievement. The Performance Improvement Plan does not cover everything that we do. It focuses on a combination of issues that matter most to people, the priorities set as part of the District's Community Plan with our partners, and the unique challenges facing the District.

We have made great strides in Council's first electoral term in understanding our performance and in ensuring that Officers and Elected Members work together to improve our performance. We are aware, that by consulting with our citizens this helps us to focus on what really matters to the people of the Mid Ulster District. Last year, the Council set itself four Improvement objectives and this year members and officers have again chosen to focus on four areas, three improvement objectives progressed in 2018/19 have been taken forward into 2019/20. Considerable effort will be made in these four areas, in order to secure step change in impact, which should be visible by March 2020 i.e. how we will meet these priorities and how we will measure the difference we will make.

## **1 INTRODUCTION**

The improvement plan is the means by which this Council can be held to account for its' performance and service delivery in accordance with the priorities set out by the Council. In the plan, we have set out this Council's intentions for our services, and include details, of how we will do the work. It allows people in the area to see clearly how we intend to make further improvements to our services.

We will publish an annual report describing the progress we have made against the priorities set out in this plan. We want communities to feel supported, have a say in what is provided for them locally and feel that they play a key role in local service delivery.

## **2.0 DEVELOPING OUR IMPROVEMENT PLAN OBJECTIVES**

### **2.1 Setting Our Improvement Objectives**

The Council's Policy and Resources Committee oversaw the development of the 2019 - 2020 Performance Improvement Plan to ensure the plan's publication as soon as practicable following the 1<sup>st</sup> April 2019, 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 Performance Team. This engagement identified potential areas for improvement across the council from which 4 proposed improvement objectives were identified for consideration and approved by elected members as a focus for continuous improvement.

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 the senior management team, 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 February 2019 Policy & Resources committee meeting for public consultation.

The outcome of the consultation undertaken throughout February to March 2019, and report on the final improvement objectives were considered by Senior Management, and subsequently considered by elected members for approval at their June Policy & Resources Committee before being considered by council.

At the end of the 2018/19 financial year, the assigned Senior Responsible Officers of three out of the four performance improvement projects undertook reviews of the projects and their progress. The SRO's also undertook a revision and update of any new objectives and associated activity/measures in order to "refresh" the projects commitment to performance improvement and to ensure continued relevance. The review of the projects, along with other statutory and corporate indicators will be reported by the 30<sup>th</sup> of September 2019 in Council's Annual Report, where we will look at the performance over the previous financial year

## **2.2 Consultation**

Consultation undertaken on our proposed improvement objectives, rationale for their inclusion and associated activities for the period of the plan, was undertaken from the 8<sup>th</sup> of February 2019 to the 15<sup>th</sup> of March 2019. 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, the council website and local press releases. Fifty-five responses were received in relation to the consultation.

## **2.3 What the Consultation told us**

- 98% of respondents agreed with Objective 1: *To assist in the growth of the local economy by increasing the number of visitors to our district.*
- 94.55% of respondents agreed with Objective 2: *To improve the average processing time of Local Planning.*
- 94.54% of respondents agreed with Objective 3: *To improve the accessibility of our services by increasing the number available online.*
- 96.36% of respondents agreed with Objective 4: *To support people to adopt healthier lifestyles by increasing the usage of Council recreational facilities.*

With such significant support for the four proposed improvement objectives, together with additional commentary provided, the council has developed its 2019-2020 Improvement Plan around them. When reviewed, respondent commentary did not warrant the removal, amendment to or addition to the objectives proposed. Additional commentary and views provided is informing our wider improvement activity across services.

## **3.0 OUR IMPROVEMENT OBJECTIVES 2019-2020**

### **3.1 Our Improvement Objectives 2019 to 2020:**

1. To assist in the growth of the local economy by increasing the number of visitors to our district.
2. To improve the average processing time of Local Planning Applications.
3. To improve the accessibility of our services by increasing the number available online.
4. To support people to adopt healthier lifestyles by increasing the usage of Council recreational facilities.

### **3.2 Duty to Improve**

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

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

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

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

In addition, guidance determines that improvement objectives should be:

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

### **3.3 Community Plan, Corporate Plan and Council’s Performance Management Framework**

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

We need to look at balancing short-term needs (which is reflected in the improvement objectives contained in this current plan) with our responsibilities to think about some of the big challenges facing our district in the future (as outlined on the Mid Ulster District’s Ten Year Community Plan). We are working with other public services; the private and voluntary sector on the delivery of the local community plan. This includes well-being outcomes that provide a focus for the public sector as part of the Community planning for the area; these are related but separate from the objectives detailed in this report that focuses specifically on the Council.

The Corporate Plan is a key component of the Council's Integrated Performance Management Framework. The framework consists of a hierarchical set of inter-related plans, which deal with the organisation's delivery of services. The "peak" plan is the District's Ten Year Community Plan, which encapsulates the communities' vision and long-term aspirations. Sitting beneath the Community Plan is the Corporate Plan. The Corporate Plan is the point where the Council responds to the Community Plan's objectives that are within its area of responsibility; therefore, if the Community Plan is seen as the Community's aspirational document, the Corporate Plan is the Council's policy response to what residents and ratepayers desire to see happen in their community.

The Corporate Plan is designed as a fixed term plan to align with the council's electoral cycle. Each newly elected Council is responsible for preparing a new corporate Plan setting out what they want to achieve during the electoral term

### **3.4 Improvement, Corporate Values, Service and Individual Planning**

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

Individual plans (staff appraisals) translate service or group delivery plan objectives into practical measures and targets for all members of staff within the Council. This ensures that all our employees understand their contribution and accountability towards meeting the Council's values, priorities and vision.

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

- **Professional:** Consistently striving to exceed the expectations of our customers by knowing what to do, how to do it, when to do it and why we do it.
- **Trustworthy:** Working for our communities in a spirit of friendliness and openness by delivering fair, transparent, equitable and ethical service to all customers.
- **Quality Driven:** delivering the best services we can, making the best use of the resources we have.
- **Team-focused:** Working together to deliver the best results possible for Mid Ulster.
- **Innovative:** New and better ways of doing things.
- **Customer-focused:** designing and delivering our services in response to and around the needs of our customers and within our resources.

### **3.5 Statutory Indicators**

In addition to the Council's improvement objectives and associated actions used to measure our performance, the Northern Ireland Assembly has set a series of performance measures (indicators and standards) which the council will report on annually. Where relevant, the council's improvement objectives incorporate statutory performance standards and indicators for Economic Development, Planning and Waste Management. The statutory performance indicators and standards are set out as Appendix 1 to our plan.

For the last three years, the arrangements for managing, improving and tracking Council's performance in relation to set statutory indicators has been progressed through our service plans, which are developed on an annual basis and endorsed by Council. Quarterly reviews and update reports relating to Council's statutory indicator performance, are collated and forwarded to our Senior Management Team, respective committees and Council. Unless otherwise highlighted in this plan, statutory performance indicators are managed at a directorate performance management level.

### **3.6 Corporate Indicators**

The Council has developed a suite of Corporate Indicators during 2017/18, which are now being measured across the Council. This suite of corporate level indicators are set out in Appendix Two to our plan and performance status and performance updates are reported to Senior Management and Council on a regular basis. Progress made against the corporate performance indicators are reported in Council's Annual report (a retrospective assessment report of performance in the previous financial year).

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

## **4.0 DELIVERY & SCRUTINY OF OUR IMPROVEMENT OBJECTIVES**

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

### **4.1 Managing and Reporting Improvement.**

The Council's service improvement planning process establishes clear links between the District Community Plan, Corporate Plan priorities, the corporate level Improvement Objectives, Project Plans and Service Plans. It ensures everyone working for the Council is able to see how their work contributes to the work of the organisation.

Each Improvement Objective has a project delivery plan, overseen by a member of the senior management team, documenting clear milestones, activities, resources and associated risk mitigation. Each plan also identifies with whom the council will work in partnership with for each objective, thus ensuring the successful delivery of outcomes for citizens (visible improvements).



The improvement project delivery plans are regularly reported to Senior Management and Council, along with statutory performance indicators and the suite of corporate performance indicators.

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

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

A mid-year report (April to September 2019) on progress against this year's Improvement Plan objectives and how we have performed against the statutory performance indicators and standards for Economic Development, Planning and Waste, as well as progress against corporate measures will be presented to Council's Policy & Resources committee.

By 30<sup>th</sup> September 2019, the council will publish a self-assessment report setting out how we have performed against the Improvement Plan for 2018-19 and where possible, the Council will benchmark indicators against the performance other Councils.

#### **4.2 Audit, Inspection and Regulation**

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

In November 2018, post an audit and assessment of Council, the Local Government Auditor (LGA) certified the improvement and assessment for the Council with a standard, unqualified opinion. As a result of the NIAO audit, the LGA believes that the Council has discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with section 92 of the Local Government (NI) Act 2014 and has acted in accordance with the Department of Communities' guidance sufficiently.

LGA made no recommendations under section 95(2) of the Act and were not minded to carry out a special inspection under section 95 (2) of the Act.

## 5.0 IMPROVEMENT OBJECTIVES

### Improvement Objective 1

#### 5.1 *To assist in the growth of the local economy by increasing the number of visitors to our district*

*“Always good to get more visitors to the area, this will bring more revenue for local businesses and keep people in jobs”*

(Resident; Mid Ulster Councils Corporate Improvement Objectives Survey; March 2019)

**Link to Programme for Government Outcomes:** *We prosper through a strong, competitive, regionally balanced economy.*

**Link to District Community Plan Theme and Outcomes:** *Economic Growth*  
*We have more people working in a diverse economy*

**Link to Corporate Plan Theme:** *Sustaining our Environment*  
*Realising tourism potential of Mid Ulster, being clear upon the opportunities and targeting resources.*

**Performance Improvement Aspects which this improvement objective aims to deliver against**  
*Strategic Effectiveness, Service Quality, Service Availability, Efficiency, Innovation*

**Lead Officer:** *Director, Business & Communities.*

### Why have we chosen this Improvement Objective?

Tourism is a major engine for job creation and a driving force for economic growth and development, as highlighted by recent figures. There has been a steady growth in overall tourism in Northern Ireland from 2011<sup>1</sup>. In the year ended March 2018, visitors spent £939 in the local economy<sup>2</sup>, with 70% coming from external visitors, making tourism worth £662m as an export business. Overall tourism represents 5.4% of total jobs (supporting 1 in every 18 jobs), across Northern Ireland. The Programme for Government has set one of its outcomes as wanting Northern Ireland to “...create a place where people want to live and work, to visit and invest”, and one of its indicators is to, “Improve Northern Ireland’s attractiveness as a destination”.

Tourism is recognised as an economic driver, to stimulate growth by the Council, to deliver jobs and investment. We want to increase the number of the 3,000 plus local tourism and tourism related jobs in the district<sup>3</sup>. Opportunities for tourism growth lie in building on existing and new tourism propositions into a single tourism product or destination by capitalising on Mid Ulster’s central position in Northern Ireland, within an hour’s drive of the Causeway Coast, North West, Fermanagh Lakes, Belfast and many

cross border destinations. Mid Ulster has scope to grow within the tourism marketplace; it is a developing destination and as such has not yet fulfilled its potential.

We will work with our partners and others to promote Mid Ulster as a successful tourist destination. We want to assist with establishing good communication and collaborative relationships between stakeholders with an interest in sites, facilities, hospitality, skills development, quality standards, attractions and marketing. We want to ensure a welcoming and clean public realm, including public toilets, street furniture, signage etc.; all that is necessary to facilitate the quality of the visitor experience. We will work to seek improvements in skills development and coordinated approaches to vocational education and training, enhancing the sectors image and service quality. The challenge is to bring together Mid Ulster's tourism assets and attributes, support the dispersal of visitor spend and investment across the area and provide an offering for visitors to visit and stay in our district.

<sup>1</sup> Northern Ireland Statistics and Research Agency. Northern Ireland Annual Tourism Statistics 2017. <https://www.nisra.gov.uk/sites/nisra.gov.uk/files/publications/Annual-Tourism-Statistics-Publication-2017%20.pdf>

<sup>2</sup> Department for the Economy. Tourism Performance for the year ended 31march 2018. <https://www.economy-ni.gov.uk/topics/tourism>

<sup>3</sup> Northern Ireland Statistics and Research Agency. NI Local Government District tourism Statistics 2017. <https://www.nisra.gov.uk/sites/nisra.gov.uk/files/publications/Local-Government-District-Publication-2017.pdf>

## What have we done so far?

- In 2018/19, tourism continued to develop and grow in the region, with Seamus Heaney HomePlace established on the tourism map and the commencement of the new Dark Skies Observatory in Davagh plus exciting further phases in the development proposed. This project is complemented by an exciting ongoing events programmed across the district including a celebration of the Summer Solstice as part of the Hidden Heritage tours, food events including the Cookstown Continental Market, which continues to grow and flourish and support of local events including Clogher Valley Show.
- The Mid Ulster industry representative Tourism Development Group and associated clusters continue to plan and deliver on the Mid Ulster Tourism Action Plan, with these groups benefitting from Invest NI Collaborative Growth and Tourism NI facilitation and support in 2018/19. The Council has appointed staffing resource to manage thematic clusters of; Seamus Heaney, Heritage, Outdoor Hubs/ Events and an additional Hotel cluster has been established.
- Tourism promotions, both consumer and industry facing continue to be a key aspect of delivery; for example during 2018/19 staff and 6 industry representatives working with Tourism Ireland support, attended World Travel Market, London to promote the region and our tourism businesses.
- Seamus Heaney HomePlace successfully opened on 30<sup>th</sup> September 2016 and a full staff complement is in place, now into year 3, it is achieving projected numbers. In the year ending March 2019, more than 40,231 people had visited Seamus Heaney HomePlace. The centre was promoted by Council staff at 13 consumer and trade shows at domestic and international level, attracting various world tour operators to visit HomePlace.
- Council has improved on the methods/processes of recording visitor numbers into existing Visitor Information Centres (VIC's), facilities, arts, and cultural facilities.
- In 2018 to 2019 Council successfully delivered 18 Hallmark events such as; the Continental Markets, Summer Events, Halloween, Christmas events and the Hidden Heritage Programme, attracting over 95,100 visitors, showing a growth of 6.6% over a 2 year period.

- Council launched the Mid Ulster Tourism Strategy in March 2017, generating attendance of 100 tourism businesses and attracting high profile national and regional press coverage.
- Bellaghy achieved World Host Village Destination status and ten Council staff and 10 people from the district have attained Open College Network (OCN) Level two award in “Tour guide skills” and a total of 107 staff in local trades have achieved “World Host Ambassador Award” training.
- The Council’s Visitor Information Centre (VIC) have enjoyed high ratings as part of Tourism NI’s mystery shopping rating scheme. In 2018/19, an average score of 93.5% was achieved across the three existing VIC’s in Mid Ulster.
- Council is also collating Attendance statistics at events delivered through Culture & Arts service offering
- Council keeps under regular review visitor and usage numbers to attractions.

### **Actions - What are we going to do?**

<b>What are we going to do?</b>	<b>Timescale</b>	<b>Outcomes - What difference will it make?</b>
<b>Visitor Information and Interaction</b>		
1. Develop the Dark Skies (Davagh Forest Visitor Experience to include a visitor centre in situ and supporting outdoor facilities by August 2020.	March 2020  August 2020	Provide a Regional Visitor experience within Mid Ulster, increasing the profile of the area on an international platform.
2. All Council Visitor Information Centre’s (VIC’s) maintain Tourism Northern Ireland’s (TNI) four-star attraction grade (minimum standard) and achieve an improved positive rating from mystery shopper exercises (target 95%).	March 2020	Our visitor information teams and centres offer an excellent, welcoming and informed service for visitors.
3. Design, deliver and launch the Seamus Heaney Home Ground Trails project.	March 2020	Enhanced complementary outdoor visitor experience for people visiting the Seamus Heaney HomePlace in Bellaghy.
4. Adopt a “Digital First” approach to Tourism delivery, marketing and promotion by: <ul style="list-style-type: none"> <li>• reconfiguring an interactive tourism</li> </ul>		Provide enhanced visitor information with APP’s, web sites, and improved local digital

<p>presence on main Council web-site,</p> <ul style="list-style-type: none"> <li>• undertaking a digital skills/knowledge gap analysis for local trades and deliver a bespoke learning and development programme and</li> <li>• seek additional funding of £116K for innovative digital Visitor/Tourist experiences and solutions e.g. APP development</li> </ul>	<p>June 2019</p> <p>March 2020</p> <p>December 2019</p>	<p>skills base that helps the user to get more from their visit.</p>
<p><b>Improve &amp; Increase visitor experience</b></p> <p>5. To deliver quality Hallmark Corporate events across the District and maintain the attendance figures achieved in 2018 to 2019 of 95,100.</p> <p>6. Undertake and participate in a series of travel/trade/industry shows/familiarisation visits and deliver development workshops to upskill Council and local trades in niche tourism sales promotion( i.e. business to business and business to customer sales promotion)</p> <p>7. Provision of continued support and engagement of the Tourism and Development Group and four tourism clusters of; Seamus Heaney, Heritage, Outdoor Hubs/ Events and Hotels.</p> <p>8. Increase commercial tour operator's bookings to Council attractions: Seamus Heaney HomePlace, The Hill of the O'Neill and U.S Grants</p>	<p>Annual</p> <p>March 2020</p> <p>Bi-monthly</p> <p>March 2020</p>	<p>Hallmark events raise the profile of the area, bringing economic benefits to the district.</p> <p>Promote local trades on a regional and international stage and improve local knowledge in tourism sales promotion.</p> <p>Creating stronger partnerships as a strategic tool for tourism development.</p> <p>Increase in income at Council attractions</p>

### How will we know?

- Number of visitors who participate in and access Council tourist, cultural facilities and natural attractions.

- Attract 95,000 visitors to Council Hallmark events throughout 2019/20.
- Number of new visitor experiences launched.
- Number of Operators and Centre's accredited under recognized quality schemes
- Increased visitor satisfaction
- Increased visitor spend
- Number of reports and plans developed
- Number of Tourism Development Group and Cluster Meetings
- Number of visitor attraction upgrades
- Number of trades/ staff upskilled
- Number of Commercial Tour Operator bookings at 3 Council attractions

## **Visible improvement residents, businesses or visitors expect to see**

Delivering a destination wide focus on excellent customer care, intelligent quality information, enhanced product development and improved access at our Visitor Information Centres. Engaging with our tourism partners and local traders through participation opportunities in trade and industry shows/events and availing them of acquiring accredited quality schemes and training, thereby placing tourism as an economic driver, by attracting investment, visitor numbers and tourism spend into the Mid Ulster economy.

## **Partnerships: Who do we need to work with?**

Tourism NI, Tourism Ireland, Department for Communities (DfC) -Historic Environment Division, NISRA, National Trust, Transport NI, Sport NI, Sperrins Gateway Partnership, Ancient Heart of Ulster, Lough Neagh Partnership, Tourism Development Group, DAERA, Councillors, Strategic Arts Partners, Mid Ulster residents and visitors, schools, colleges, universities, Arts Culture & Heritage groups, local traders, and local authorities

## **What risks do we need to manage?**

<b>Risk</b>	<b>Mitigation Activity</b>	<b>Risk rating</b>
Failure to reach Milestones identified within timeframes	Regular internal meetings and delivery team structures with identified project leads to ensure timely achievement of milestones identified	Low
Failure to secure adequate resources to deliver proposed activity	Ensure all activity is adequately resourced and secured observing the appropriate internal protocols and procurement processes	Moderate

## Improvement Objective 2

### 5.2 To improve the average processing time of Local Planning applications.

*“Planning applications can be daunting enough and you want everything to run as smoothly as possible especially around turnaround times as you have to look ahead to get trades booked in advance etc.”.*

(Resident; Mid Ulster Councils Corporate Improvement Objectives Survey, March 2019)

**Link to Programme for Government Outcomes:** *We prosper through a strong, competitive, regionally balanced economy.*

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

**Link to Corporate Plan Theme:** *Delivering for Our People - Delivery of quality and timely planning decisions.*

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

**Lead Officer:** Planning Manager.

### Why have we chosen this Improvement Objective?

We want to make the process of applying for planning permission better, thereby making our residents' lives easier. The outcome of a planning application has the potential to influence the applicant hugely. People unable to make the changes they want to their home will sometimes move altogether. If you can get it right for the one-time, householder applicant, who simply wants to build a new room, then you can get it right for everyone. We recognise that sometimes it is ostensibly minor improvements that can make a difference to people's lives. There are some big, complicated planning applications made each year, but there are many more household applications. Each one may be small, but if we can make a difference with such a high volume, we can have a huge impact.

The number of Local planning applications received in Northern Ireland during 2017/18 was 12,770 representing a decrease of 1.0% in 2016/17<sup>1</sup>. Across Councils, Belfast City (1,788), Newry Mourne & Down (1,562) and Mid Ulster (1,397) received the highest number of local applications during 2017/18<sup>2</sup>. These Councils also received the highest number of applications the previous year. Mid Ulster Council was below the regional average for all councils of 15.2 weeks average processing time for local planning applications during 2017/18. During 2017/18, Belfast City Council (1,779), Newry Mourne and Down Council (1,779) and Mid Ulster District Council (1,189) issued the most local decisions across the 11 Local Authorities. This in part reflected by the high volumes received in these Councils. During 2017/18, the average processing time to bring local applications to decisions or withdrawal was 15.2 weeks, across all the councils, an improvement of 1.0 week on the average time taken in 2016/17.

In 2017/18, Mid Ulster (14.4 weeks) along with four other Councils; Mid-East Antrim (9.6), Antrim and Newtownabbey (12.1) Fermanagh and Omagh (12.4), and Armagh City Banbridge and Craigavon (14.0) were within the 15-week statutory target. The shortest processing time taken by Mid-East Antrim (9.6 weeks) , with Lisburn and Castlereagh having the longest processing times (21.6 weeks) and Causeway Coast and Glens (20.4 weeks). Performance at 14.4 weeks has been the same for Mid Ulster Council for the past two years, with this in mind we want to improve the average processing time for applicants.

<sup>1</sup> Local applications means an application in the category of local development within the meaning of the Planning (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

<sup>2</sup> Northern Ireland Statistics & Research Agency. NI Planning Statistics 2017/18 Annual Statistical Bulletin. <https://www.infrastructure-ni.gov.uk/system/files/publications/infrastructure/planning-statistics-2017-18-bulletin.pdf> for further information).

## What have we done so far?

As of latest available unvalidated Department figures for March 2019, the Councils performance on the determination of local application is 16.9 weeks, therefore missing the 50% within 15-week target. So far, we have introduced measures as of January 2019 to greater focus the monthly internal group meetings to target Higher Professional and Technical Officer Grade and Technical Officer Grade/Planning Assistant (HPTO / PTO) staff. Team Leads chair a PTO group and the Head of Development Management chairs a HPTO group meeting.

Planning Development Management, teams have been re-structured from; previously there were three teams, into two teams consisting of; Magherafelt/ Cookstown and Dungannon/Torrent/ Clogher Valley. This has reduced the risk of smaller teams being vulnerable to staff absence. An audit of the Consultation process has been carried out with findings already started to be implemented, including a need to reduce unnecessary consultation with Statutory and Non-Statutory bodies. A draft Protocol has been agreed in March 2019 with our Council colleagues in Environmental Health. A meeting has taken place with agents / architects in February 2019, to reinforce the need for applicants to be submitted with the correct information and to warn that applications will be determined if additional information sought is not received in a timely manner.

## Actions - What are we going to do?

What are we going to do?	Timescale	Outcomes - What difference will it make?
1. The implementation of a revised Higher Professional and Technical Officer Grade (HPTO) / Planning Assistant (PTO) monthly group meeting arrangements.	Ongoing	Speedier decisions on local applications through regular focused team briefs/meetings.
2. To develop 2 agreed Protocols for consultation with Council Environmental Health Officers and	June 2019	Speedier decisions on local planning applications by less unnecessary consultations being



the Department of Infrastructure (Roads)		issued to help improve determination times.
3. To review the Planning Committees scheme of delegation by July 2019 and implement the revised scheme by August 2019.	July 2019 August 2019	Speedier decisions on local planning applications
4. To undertake a Training needs analysis, develop and deliver an agreed learning and development plan for staff and members roll out end of June 2019	March 2020	Enhances members skills/knowledge on planning decisions to allow quicker decision-making and smoother operation of planning committee and keeps up-to-date staffs' continuous professional development
5. To undertake a root cause analysis of poor quality submission by agents, deliver two workshops to target agents/architects to ensure they endeavour to take a "right first time" approach in order to reduce the number of applications on hold by improving the quality of information supplied.	September 2019 November 2019 February 2019	Reduce the number of applications presently held awaiting further information.
6. To re-locate the Dungannon Planning team to the Dungannon Office site	April 2019	More localised accessibility for agents/public.

## How will we know?

Measure	Comparative Performance 2016/2017	Comparative Performance 2015/2016	Current Performance 2018/19	Target for 19/20
<b>How Much Did We do? (number)</b>				
Average processing time for local planning applications (weeks)	17.2 weeks	14.4 weeks	**16.9 weeks	15 weeks

- Average processing time for local planning applications (weeks).
- Decrease in the number of invalid applications received.
- Review of Scheme of Delegation completed and endorsed by Council.
- The number of agreed protocols developed for consultation.
- The percentage of 2019/20 Planning Department's training plan delivered for staff and members.
- The numbers of agents who attend facilitated information sessions.
- Members of Planning team successfully re-located to the Dungannon Office site.

**\*\*unvalidated figure**

## Visible improvement residents, businesses or visitors expect to see

Increase in the speed of decisions made regarding local planning applications alongside improved consultee response times. Improved accessibility for agents and members of the public by opening at a Dungannon site offering greater local access. Under a revised scheme of delegation, this will allow more applications to be issued. Improved quality of applications submitted by agents.

## Partnerships: Who do we need to work with?

Statutory and non-statutory agencies (such as the Department of Infrastructure), neighbouring Councils, agents, members of the public, and Council colleagues.

## What risks do we need to manage?

RISK	Mitigation Activity	Risk rating
No planning committee held in May 2019	Aim to bring all these cases to June 2019 Committee	Medium
Failure to retain a full staffing complement – staff absence	Retain the 'staff pool' and if required interchange staff.	Medium
Delays in consultation responses from consultees	Implement and follow agreed protocols on consultation with Environmental Health and Department of Infrastructure (DfI) Roads	Medium
A significant increase in planning applications	Monitor application numbers and officer case loads	Low

### 5.3 To improve the accessibility of our services by increasing the number available online

*“I agree that more Council services should have on line facilities, however, I also believe that the Council shouldn’t push users online by concealing offline contact details or limiting access to offline support. If a large number of users are choosing offline routes, then the Council needs to find out why and take informed action to change how they access the services.”*

(Resident; Mid Ulster Councils Corporate Improvement Objectives Survey, March 2019)

**Link to Programme for Government Outcomes:** We have high quality public services.

**Link to Community Plan Theme:** *Health and Wellbeing*

*We have better availability to the right service, in the right place at the right time.*

**Link to Corporate Plan Theme:** *Delivering for Our People*

*Increase Access to services and customer experiences across the district.*

**Performance Improvement Aspects, which this improvement objective aims to deliver against**  
*Strategic Effectiveness, Service Quality, Service Availability, Fairness, Efficiency, Innovation*

**Lead Officer:** Director, Finance

#### Why have we chosen this Improvement Objective?

The internet has transformed almost every aspect of private, public and work life. It is changing the way workplaces communicate, creating new industries and helping to improve public services and transparency. The Internet (or world wide web, which celebrated its 30<sup>th</sup> anniversary in March 2019), provides the public with the ability to conduct business at their convenience and at their own pace, without the need to travel to a Council office or wait to meet with one of our staff. In addition to being convenient, increased use of online services benefits the public and the Council by reducing the average time our employees spend processing forms, payments, applications, claims etc., freeing them to handle workloads that are more complicated. Online services are vital to good public service.

Over the last few years, we implemented several new, secure and easy-to-use online services, which allow us to handle applications, bookings, and payments better. Our goal is to continue increasing the variety of online services, we offer, including the ability to apply, pay for and book a range of services, and access information instantly. We are committed to making our online services secure and easy to use.

Developing online services for a population with a variety of experiences and comfort levels with technology presents a unique challenge. We solicit stakeholder input using a variety of methods prior to developing our services. Focus groups/discussions are common tools we use to engage our external stakeholders. We also consult with our employees when developing online services. Once we implement new online services, we continue to engage the public by soliciting their feedback using various methodologies. We will continue to provide appropriate support for those who interact with our services in non-digital ways such as face-to-face, written correspondence or by telephone.

## What have we done so far?

- Customers can now pay their invoices online, reducing the need for making payments by post or in person. Payments can be made using a debit/visa card offering customers the convenience of a 24/7 online convenience.
- Implementation of online facility to pre-pay and account manage commercial waste disposal at the main recycling centres at Cookstown, Drumcoo and Magherafelt goes live in June 2019.
- The volume of “channel shift” to online dog licence applications has also increased from figures in 2016 to 2017 of 1,319 online dog licence applications to 1,768 in 2017 to 2018. We have exceeded our target of a 2.5% increase in issuing of online dog licences (namely a target of 1,812) set for the 2018/19 financial year by achieving 2,363 successful online applications in year.
- Online food registration has been implemented and tested and is now operational for food businesses
- Our Leisure services now offer the following on-line booking services:. Maghera Leisure Centre - continues to offer gymnastics for on line registration with over 90% of the participants availing of this service in the last enrolment. Plans to include Kirsty Dance and bookings for new 3G pitch. Greenvale – majority of bookings referred to on line registration for specific classes and courses e.g. Yoga, Pilates, and Spinning. Dungannon – continue to offer swimming lessons as well as 5-a-side and squash. Cookstown – swimming lessons, squash and 5-a-side. Meadowbank Sports Arena has offered on line registration for its latest couch to 5K programme and is progressing online bookings for 5-a-side. Online demand for swimming registration has declined as participants now transfer into the next set of lessons without the need to rebook; this is as a result of the new Swimming Programme and is viewed as a positive by customers.
- The creation of an operational online service to commission and pay for bulky household collections is now live.

## Actions - What are we going to do?

What are we going to do?	Timescale	Outcomes - What difference will it make?
1. Increase the utilisation of existing online dog licence applications to 35% of total applications by March 2020	March 2020	Enhanced availability of applying and paying for a dog licence on 24/7 basis.
2. Increase the utilisation levels of online services for Building Notices and Regularisation Applications to a target	March 2020	Availability of Building Control services on 24/7 basis.

of 45% (of total notices and applications) by March 2020.		
3. Complete business case/bid regarding the Implementation of an online facility to submit service requests for Environmental Health (EH) Complaints and EH Registrations	March 2020	Reduced administration for back office systems and processes.
4. Provision of a digital Heaney Experience Outdoor “APP” by the 31 <sup>st</sup> of March 2021.	March 2021.	Enhance the visitor experience to the Seamus Heaney HomePlace.
5. Recommendation to Council in relation to Planning Portal acquisition	March 2020	Make a formal recommendation to Council in relation to the replacement of the Planning Portal.
6. To set up a pilot project for the provision of an online portal for the submission of full building control applications	June 2020	24/7 availability to architects/agents for the submission of full plan applications.
7. An APP (XN) and Leisure Hub that allows members and non-members to book, manage and cancel activities, classes and courses at Council’s seven main leisure facilities by March 2020	March 2020	Enhance user experiences
8. Research the viability and cost effectiveness of an online application process for Economic Development Grant Aid Programme	March 2020	Users can apply online 24/7 for Economic Development schemes as they become available.
9. Development of new website for the Hill of the O’Neill & Ranfurly Arts Visitor Centre, and the Burnavon Theatre, Cookstown	December 2020	Providing customers with up-to-date product information and improved data and statistical analytic information for Council.
10. Develop a “Digital by design Framework” for Mid Ulster Council	March 2020	A more digitally enabled, customer-facing organisation.
11. Develop and provide a Digital Dark Skies (Sperrins) Experience		Utilise new and emerging technologies to enhance the visitor experience

## How will we know?

- *Percentage progress against “Online accessible services project plan” by March 2020*
- No. of Additional Online Council Services; such as report it, pay for it, book it and request it online
- No. of customers completing transactions online
- No. of electronic orders issued
- No. of invoice payments received
- % increase in online Dog Licensing and Building Control Regularisation applications
- No. of tenders advertised online
- No. of apps available.
- No. of digital projects completed
- No. of new websites developed.
- No. of Portals developed and Portal preferred options reports developed.

## Visible improvement residents, businesses or visitors expect to see

Providing the platforms to support online applications is a must for us as an organisation, as our customers increasingly expect “always on services”. Residents, visitors and businesses will have access to a greater range of consistent and user-friendly online services, which will increase accessibility and availability 24/7, utilising a self-service approach to pay, report, book and request services. This will let members of the public interact with our services using the Internet at their convenience, even when we are closed.

## Partnerships: Who do we need to work with?

Staff from various service areas across Council, web designers (depending on functional capability of existing website), Citizens, Statutory/voluntary/community groups/bodies to ensure online functionality satisfies their requirements

## What risks do we need to manage?

RISK	Mitigation Activity	Risk rating
Failure to reach key milestones by agreed timeframes	<p>Lead Officer appointed to:</p> <ul style="list-style-type: none"><li>• Assume responsibility for delivery of each milestone.</li><li>• Selection of appropriate team to deliver milestone.</li><li>• Report back regularly to Senior Responsible Officer.</li></ul> <p>Senior Responsible Officer to:</p> <ul style="list-style-type: none"><li>• Attend bi-monthly meetings and escalate areas of</li></ul>	Low

	uncertainty to appropriate authority where required.	
Failure to secure adequate resources (human and financial) to deliver in year milestones	Senior Responsible Officer to: <ul style="list-style-type: none"> <li>• Ensure that resource implications are identified and fully explained to relevant authority (Chief Executive and Senior Management Team) prior to Rate estimates being finalised in February 2020</li> </ul>	Low

## Improvement Objective 4

### 5.4 To support people to adopt healthier lifestyles by increasing usage of Council Recreational facilities

*“A healthy lifestyle will help people live longer, feel good about themselves and keep people away from G.P’s so the more that we can offer them and get involved the better for everyone ”*

(Resident; Mid Ulster Councils Corporate Improvement Objectives Survey, March 2019).

**Link to Programme for Government Outcomes:** *We enjoy long, healthy, active lives.*

**Link to Community Plan Theme:** *Health & Wellbeing*  
*We are better enabled to live longer healthier more active lives.*

**Link to Corporate Plan Theme:** *Delivering for Our People*  
*High quality responsive indoor and outdoor recreational services with increased customer numbers and satisfaction.*

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

**Lead Officer:** *Director, Leisure & Outdoor Recreation*

#### Why have we chosen this Improvement Objective?

People in the UK are around 20% less active now than in the 1960’s<sup>1</sup>. If current trends continue, we will be 35% less active by 2030. We are the first generation to need to make a conscious decision to build physical activity into our daily lives. Fewer of us have manual jobs. Technology dominates at home and at work, the two places where we spend most of our time. Societal changes have designed physical activity out of our lives and an increase in car usage has meant a 25% reduction in travel by foot or bicycle. Council wants to help people to adopt and continue to develop healthy lifestyles. We have chosen this objective based on what our local communities have told us, whilst taking into account our identified health inequalities within the district, accessibility opportunities and participation rates.

Locally, core wellbeing levels are below Northern Ireland averages, and while 80% of the population rate their health as good (Northern Ireland wide those rating their health stands at 79.5%), approximately 20% of the population have life limiting illnesses. In absolute terms, long-term health issues continue to exert pressure on communities, affect overall health outcomes within communities and create challenges for the delivery of public services (i.e. the significant burden of chronic disease in health and social services). Sedentary behaviour is a risk factor for poor health, with just over 25% of adults in Northern Ireland lead a sedentary lifestyle by sitting



for extending periods <sup>2</sup>. Within our district, obesity rates in children and adults are increasing, coupled with it being an area with the highest proportion of deaths due to circulatory diseases, points us towards a need to increase participation in local health and well-being programmes.

Promoting active healthier lifestyles for Mid Ulster residents, can help address the important challenges facing us locally today. Increasing physical activity and promoting active lifestyles have the potential to improve the physical and mental health of Mid Ulster residents. Being active can help us live longer and feel better, improve our mood, help improve our sleep and even reduce the risk of conditions like diabetes and coronary heart disease. Even small changes can make a big difference to health and make people feel better.

<sup>1</sup> Public Health. Gov.UK. *Health matters: getting every adult active every day.*

<https://www.gov.uk/government/publications/health-matters-getting-every-adult-active-every-day/health-matters-getting-every-adult-active-every-day>

<sup>2</sup> Western health and Social Care Trust. *Physical Activity.*

<http://www.westerntrust.hscni.net/livewell/3189.html>

### What have we done so far?

- Greater numbers have attended Council's Sports Development Programmes during 2018/19, with 44,492 participants, an increase of over 10,000 from the previous year.
- Mid Ulster Council has continued to work with our Community Planning Partners, the Public Health Agency (PHA) and two health trusts (Northern and Southern Health and Social Care Trusts) to continue to roll out the 'Make a Change' programmes, which work with local unemployed people to help improve their physical activity, nutrition, mental health and wellbeing. The programme in 2018 to 2019 saw an increase in participant numbers over the previous year with 658 people engaged in the Make a Change Programme significantly more than the target of 200. In addition, 111 personal development plans were developed.
- Leisure facility usage has been compiled (by facility and per programme). However due to a number of facility closures for refurbishment or planned refurbishment it has been difficult to determine a trend data from comparison of the data from the previous year. Overall usage rates in Council's main Leisure Centres (Cookstown, Greenvale, Moneymore, Dungannon, Mid Ulster Sports Arena, Maghera, and Meadowbank) during 2018 to 2019 have been maintained at 1.5million.
- Council conducted Mystery Shopping visits twice in six Leisure facilities during 2018 to 2019. The mystery shopping visits gauge customer satisfaction and experience by looking at Council staffs' product knowledge, the availability of goods and services, compliance to standards/procedures, staffs' behaviour and passion for the job. The average ratings across all sites remained the same from last year's ratings scores, with a mean score of 83% in 2018 to 2019.

- Council has introduced new programmes into both Leisure and Parks. These include the Mid Ulster Swim Academy, 'Shred It' programme and Park Run in Dungannon Park.
- Much of the modern emphasis in sport and leisure businesses is on the customer. Satisfying customers is at the centre of notions of service quality. For both Leisure and Park, we have completed and agreed our marketing plans to assess the needs and wants of potential customers. We have analysed the internal organisational and external market environments; segments within the market; re-positioned many of our Leisure and Parks product in the market through bespoke Marketing Action plans for our centres, in order to secure an appropriate relationship with our customers. We have also undertaken a non- user survey for our leisure facilities which has identified areas we need to address.
- Key Leisure Capital development project proposals have been moved forward during the year, with the contract team appointed to undertake remedial works to Dungannon Leisure Centre (commences May 2019). Improvement works at Maghera Leisure Centre and Moneymore Recreation Centre have been completed. An outline business case has been drafted for the future development of Dungannon Leisure Centre.
- Key Parks Capital development project proposals have been moved forward during the year. Play parks throughout the District are being re-furbished as part of the Rural Development Programme. A number of Outdoor Recreation project developments including, Knockmany Forest, Brantry Forest, Washingbay and Portglenone Blueway have either been constructed or are procured and are nearing completion on site.
- During the year we implemented the XN leisure IT operating system in all Council operated Leisure Centres. This allowed us to install and improve online booking capability for centre classes and programmes. All leisure centres are now using one operating system. Council is currently an early implementer for a new 'APP' being developed by XN, which will significantly enhance online capability. On line, transactions have increased from 397 in Q1 to 1,461 in Q3.

## Actions - What are we going to do?

What are we going to do?	Timescale	What difference will it make?
<p>1. Implement a programme of work for key capital schemes to include:</p> <p>I. Gortgonis II. Dungannon Leisure centre (b) Develop the proposals and implementation programme to include: III. MUSA</p>	March 2020	Production of high quality, responsive indoor and outdoor leisure facilities.
<p>2. Leisure facility usage to maintain 2019/20 target of 1,5000,000 users (due to closure of Dungannon LC for six months):</p> <ul style="list-style-type: none"> <li>• Develop facility activity programmes/promotions.</li> <li>• Introduce aligned memberships for leisure facilities</li> </ul>	March 2020	Maintain participation and healthier lifestyles by more people being aware of recreational facilities/programmes.
<p>3. Improve the accessibility of online services, implementation of an APP to facilitate online booking and improvements to the Leisure section of the website.</p>	March 2020	Improved customer satisfaction by delivering efficient 24/7 online services
<p>4. Implement the Leisure Marketing Framework and associated centre plans for Leisure facilities, programmes and events.</p>	March 2020	Increased participation and healthier lifestyles by more people being aware of recreational facilities and programmes.
<p>5. Delivery of Parks Key Capital Improvement Programmes to include:</p> <p>I. Railway Park II. Portglenone Blueway III. Play Parks IV. Parks</p>	March 2020	Improved quality outdoor recreational facilities in Mid Ulster.
<p>6. Implement Parks Marketing Framework and associated action plans</p>	March 2020	Increased participation and healthier lifestyles by more people being aware of outdoor recreational facilities and programmes.

What are we going to do?	Timescale	What difference will it make?
7. Agree and commence implementation of Parks, Play and Outdoor recreation Plans; <ul style="list-style-type: none"> <li>• Parks &amp; Play</li> <li>• Outdoor Recreation</li> </ul>	March 2020  March 2020	Improved quality and accessible recreational facilities in Mid Ulster.
8. Planned Outdoor Recreation, Events and Programmes to increase target set for 2019 to 2020 of 756,979 users.	March 2020	Increased participation and healthier lifestyles by more people being aware of recreational facilities and programmes delivered through Mid Ulster Council's Parks Service.
9. Replace and enhance leisure equipment at four facilities.	March 2020	Improved quality indoor leisure facilities in Mid Ulster.

#### How will we know?

- Number of participants within the "Make a change" programme and number of personal development plans developed.
- Number of community groups engaged to raise awareness of increasing physical activity
- Number of participants within Sports Development Programmes
- Number of Sports development programmes
- Usage figures of current facilities
- % increase satisfaction rate from Mystery Shopping exercises
- Number of compiled programmes and events both external and internal
- Number of online transactions
- 3 associated Capital Project Designs developed
- 4 associated Capital Project Designs implemented

#### Visible improvement residents, businesses or visitors expect to see

An increased and improved leisure, sport facilities provision, through improved planning for enhanced capital projects. Improved quantity and quality of programmes delivered consistently across Mid Ulster. Increased customer awareness of health, fitness and wellbeing programmes designed around our communities, targeting specific health inequalities and growing knowledge of the benefits and how to increase physical activity and improve wellbeing. An increase in the number of participant experiences, in sport, leisure and active living. Continued collaboration with a host of stakeholders and improved working relationships and plans with our Community Planning Partners in the wider Health and Wellbeing communities. Formation of partnerships with charities e.g. Macmillan Cancer, to target and support residents to remain active thereby improving their health.

### Partnerships: Who do we need to work with?

Community groups, General Public, Sports Governing bodies, Sports groups and organisations, Health Trusts, Charities, Internal Council staff (e.g. Capital projects team, Marketing & Communications team, Finance), External consultancy teams, other council improvement projects groups (on-line accessibility & facilities).

### What risks do we need to manage?

RISK	Mitigation Activity	Risk rating
Increased competition from private sector	Strategic marketing plans developed and implemented. Ongoing monitoring of performance and competition by management teams	Moderate
Resource availability & usage – staff, funding and infrastructure	Ensure the resource implications are identified and explained to Chief Executive and Senior Management team, prior to rates estimates being finalised. Provide rationale and business case to support allocation of capital and revenue costs. Ensure staff are appropriately trained and skills kept up to date.	Moderate

## Contacting Us

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

Democratic Services Team  
Council Offices  
Circular Road  
Dungannon BT71 6DT

Telephone: 03000 132132

Email: [info@midulstercouncil.org](mailto:info@midulstercouncil.org)

## Appendix One – Statutory Performance Indicators and Standards

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

Reference	Statutory Indicator	Standard to be Met (annually)
ED1	The number of jobs promoted through business start-up activity. [Business start –up activity means the delivery of completed client led business plans under the Department of the Economy’s Regional Start initiative or its successor programmes]	210
P1	The average processing time of major planning applications. [An application in the category of major development within the meaning of the Planning (Development Management ) Regulations (NI) 2015 (a)]	Major applications processed from date valid to decision or withdrawn within an average of 30 weeks
P2	The average processing time of local planning applications. [An application in the category of local development within the meaning of the Planning (Development Management) Regulations (NI) 2015, and other applications for approval or consent under the Planning act (NI) 2011 or any Regulations made under the Act]	Local applications processed from date valid to decision or withdrawn within an average of 15 weeks.
P3	The percentage of planning enforcement cases processed within 39 weeks. [Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning act (NI) 2011 or any regulations made under the Act].	70% of all enforcement cases are progressed to target conclusion within 39 weeks of receipt of complaint.
W1	The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse) [Household waste is as defined in Article 2 of the Waste and Contaminated Land (NI) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (NI) 2013(b)]	Set Annually by the Department for Agriculture, Environment and Rural Affairs (DAERA)

Reference	Statutory Indicator	Standard to be Met (annually)
W2	<p>The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.</p> <p>[Local Authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]</p>	Set annually by DAERA
W3	<p>The amount (tonnage) of Local Authority Collected Municipal Waste arisings</p> <p>(Local Authority collected municipal waste arisings is the total amount of the local authority collected municipal waste which has been collected by a district council]</p>	Set annually by DAERA



## Appendix Two - Mid Ulster Council's Corporate Health Indicators

Measure	Target/Standard 2019 - 2020	Responsible Lead Service
<b>1.0 Economy</b>		
1.1 Number of jobs promoted	210	Economic Development
1.2 Average processing time for local planning applications	15 weeks	Planning: Development Management
1.3 Average processing time for major planning applications	30 weeks	Planning: Development Management
1.4 % Building Regulations Applications determined to target	90%	Building Control
<b>2.0 Waste Management</b>		
2.1 Percentage (%) of waste going to landfill	35%	Environmental Services
2.2 Percentage (%) of waste recycled	50%	Environmental Services
<b>3.0 Council Facilities</b>		
3.1 Visitors to Arts/Cultural venues	120, 000	Arts & Culture
3.2 Users of Leisure and recreation facilities	1.5 million	Leisure
3.3 Visitors to Council Offices	NA	Human Resources
3.4 Number of RIDDOR incidents	NA	Health & Safety
<b>4.0 Better Responses</b>		
4.1 Freedom of Information (Fol) requests responded to within target	90%	Democratic Services
4.2 Complaints dealt with within target	90%	Chief Executive's Office
4.3 Correspondence responded to within target	90%	Human Resources
4.4 Number of online transactions	Baseline year	ICT
<b>5.0 Resident Satisfaction</b>		
5.1 Percentage (%) of Residents content with our services	80%	Marketing & Communications
5.2 Percentage (%) of residents agree that Council keeps them informed	80%	Marketing & Communications
5.3 Percentage of Residents agree that Council listens and acts on concerns	80%	Marketing & Communications
5.4 Number of organisations receiving Grant Aid		Community Development
<b>6.0 Staffing</b>		
6.1 Number of Staff (FTE's) on payroll	NA	Human Resources
6.2 Number of Casual Staff employed in the past 12 months	NA	Human Resources
6.3 Percentage (%) Attendance	95%	Human Resources
6.4 Percentage (%) Overtime	2.5%	Finance
<b>7.0 Engaged Workforce</b>		
7.1 Percentage of staff satisfied with their current job	80%	Marketing and Communications
7.2 Percentage (%) of workforce who take pride in working for Mid Ulster District Council	80%	Marketing & Communications
7.3 Percentage of workforce who understand Council's priorities and how they contribute to them	80%	Marketing & Communications
<b>8.0 Finances</b>		
8.1 Loans Outstanding		Finance
8.2 Cash Reserves	£10 m	Finance
8.3 Invoices paid within 30 days	90%	Finance