

Mid Ulster District Council
Corporate Performance Improvement Plan (PIP)
2024-2025

May 2024

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Foreword

We are required to develop a Performance Improvement Plan (PIP plan) annually, to show our commitment to continuously improving service delivery. This PIP Plan sets out why we have chosen to prioritise these Improvement Objectives, how we will deliver them and how the improvements will benefit our communities.

The continued cost of living crisis, increased interest rates and inflation remains uppermost in many of our citizen's minds. The eventual length and depth of these challenges are unknown, but our future aspiration remain undiminished. Providing support, direction and guidance to the residents and businesses of our district is fundamental to what the Council does.

The PIP Plan builds on the work that the Council and its partners undertook in April 2021 to March 2024. During this time we have made good progress, as confirmed in our Annual Reports, published in September each year. We have been able to push forward with many of our corporate ambitions – taking decisions to improve services for residents and deliver efficiencies at the same time. Something that will continue to be a key theme as we move forward.

Following consultation with the people of Mid Ulster, a series of priorities and projects have been formed that will allow us to further develop and improve the services provided to the people of Mid Ulster. Naturally, only a proportion of the Council's activities are seen here, and the day-to-day work of providing services continues throughout the District.

Through our Performance Improvement Plan, we will work hard in four key areas. We will strive to modernise and change, so that our services are sustainable by continuing to design and drive digital transformation at pace, whilst ensuring that the digital technologies and advances we make are accessible, guard against an increased risk of exclusion within our most vulnerable communities, positively transform service delivery and the customer journey.

Climate change is affecting more people's lives every year and we all need to act now on the climate change and biodiversity emergencies, in order to slow and reverse the damage being done. We have a leading role to play in Mid Ulster, by reducing carbon

dioxide (CO2e) emissions from our operations, as well as working with industry and other organisations to help lower their emissions and make our District more resilient to climate change. Encouraging and enhancing the natural environment, biodiversity and habitats on our estate and throughout the District, will assist in promoting healthy ecosystems.

Council will also invest in projects to further improve infrastructure through capital projects, which will improve, retail, leisure and culture, as well as attracting investors and visitors to the District. Wherever possible, we will spend our money locally to support local businesses and organisations, and seek to maximise social value.

As Mid Ulster competes with others to attract growth, tourism and inward investment a clean, green and pleasant environment that promotes mental and physical wellbeing plays an important role in marketing the District as a place to live in, move to and visit. Supporting the numerous community/voluntary groups, sports and leisure clubs in Mid Ulster, all play an important role in all our work as both provider and enabler. Our role is also to enable volunteering and community groups to come together for the greater good, especially in tackling local issues such as anti-social behaviour, graffiti, fly-tipping, littering, and dog-fouling, all of which require local responses.

Our relationship with local communities is one where we move forward by working together and where the Council can play a vital role in marshalling energy and resources to improve people's lives and give families and communities reasons to be optimistic about the future. I invite you to work with Council and use your voices, your energy and your influence to help us unlock important and lasting improvements for everyone who live and work in Mid Ulster.



Councillor **Dominic Molloy**
Chair Mid Ulster District Council

1.0 INTRODUCTION

1.1 Introduction

Each year we are required to develop a Performance Improvement Plan (PIP) to show our commitment to continuously improving service delivery in accordance with the priorities set out by the Council. In the PIP, we set out Council's intentions for our services, and include details, of how we will do the work. This current plan forms part of the second year of a two year plan which spans from 2023/24 to 2024/25.

Council at the time of writing the Performance Improvement Plan for 2024 to 2025 is completing its consultation exercise regarding its development of the new Corporate Plan for 2024 to 2028. The corporate plan is a central component of the local council business architecture, acting as Council's strategic framework for action during the lifetime of the Council, linking key elements such as policy, organisation, operational activity, governance, and performance management. This new plan will contribute to the continuing delivery of Council priorities and has a range of aims, ambitions, objectives and measures, some of which are short-term, that can be delivered relatively quickly, while others are longer term, i.e. will take time to develop and implement.

2.0 DEVELOPING OUR IMPROVEMENT PLAN OBJECTIVES

2.1 Setting Our Improvement Objectives

The process of developing the Council's improvement objectives involved engagement between Senior Management, Assistant Directors, Heads of Service and the Strategy and Engagement Team. A self-analysis exercise was undertaken by Council to review the previous year's draft improvement objectives to establish their continued relevancy for the period 2024/25. The exercise was undertaken in order to ensure that the improvement objectives were based on:

- A thorough, evidence-based understanding of the communities Council serves,
- Local needs and Council's capacity to address those needs.
- Improvement objectives correspond directly with the council's priorities for improvement in the hierarchy of plans, and

- The context of the current economy
- Short, medium and long term needs of the Council
- Many drivers and enablers both external and internal relating to improvement

Senior management, were content with the review of the proposed improvement objectives. The rationale for each improvement objective, associated links to the Community and Corporate Priorities were considered and approved by elected members as a focus for continuous improvement at their Policy and Resources committee meeting of Thursday 8th of February 2024 and thereafter were ratified at the February Council meeting. The proposed improvement objectives will form the basis of Council’s second year of its two-year performance improvement plan (PIP) for 2023/24 to 2024/25, refer to table 2.1 below – Council’s Improvement Objectives 2023-2024 and 2024-2025.

**Table 2.1 – Council’s Improvement Objectives 2023-2024 to 2024-2025
Year Two:**

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); i.e. either an Assistant Director or Head of Service, appointed by the Chief Executive.

Each year we consult on our proposed improvement objectives. The outcome of the consultation; which was undertaken throughout late February through to mid-April 2024, produced a report on the final improvement objectives, which were considered by Senior Management, and subsequently considered by elected members for approval at their May 2024 Policy & Resources Committee before being considered by Council.

The review of the improvement projects for 2024 to 2025, along with other statutory and corporate indicators (i.e. contained within the Council's PIP plan) will be reported by the 30th of September 2025 in Council's Annual Assessment Report, where we will look at the performance over the previous financial year (retrospective report).

2.2 Consultation

A consultation was undertaken on our proposed improvement objectives, as well as a rationale/associated activities (for their inclusion), from Monday 26th February to Friday 19th April 2024 at 12 noon. Our consultation involved a survey made available for completion and submission online and by post to the council.

To ensure maximum engagement, the consultation process was promoted through a variety of communication channels including; press releases, council social media outlets, mailing lists, internal staff meetings, and the council's website.

2.3 What the Consultation told us

- **89.29% 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.*

- **92.59% 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.*
- **100% of respondents agreed with objective three:** - *To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment.*
- **92.31% 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 2024-2025 Performance 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 are also informing our wider improvement activity across services.

3.0 DUTY TO IMPROVE & COUNCIL'S PERFORMANCE FRAMEWORK

3.1 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.

3.2 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 to medium-term needs (which are 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 ten year community plan, as well as our local communities. 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 "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 a key component of the Council's Integrated Performance Management Framework. The performance framework consists of a hierarchical set of inter-related plans, which deal with the organisation's delivery of services.

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 (currently under finalisation for 2024 to 2028 post public consultation) is a four-year plan. Corporate plans within Councils are in general 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.

3.3 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. Departmental 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. During the past 12 months Council has rolled out a phased approach with the introduction of a new appraisal scheme, entitled Personal Contribution and Support Process (PCSP).

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:

- **Customer first** – we will engage and listen to our customers to better understand what you want and need to offer excellent access to good quality services.
- **Respect** – we will celebrate diversity and treat everyone equitably and with respect
- **Excellence** – we will continuously improve our services and work towards the best Mid Ulster there can be
- **Honest and Trustworthy** – we will be open and accountable in developing our plans and delivering services.
- **Innovative** – we will seek to make maximum use of technology and other opportunities to improve services in our district

3.4 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 One.

For the last eight 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.

3.5 Corporate Indicators

During 2017 to 2018, the Council developed a suite of Corporate "Health" Indicators, which have to date been measured across the Council. This suite of corporate level indicators were linked to 8 key areas; Economy, Waste management, Council facilities, Better Responses, Resident satisfaction, Staffing, Engaged workforce and Finance.

These measures were re-evaluated and revised and a new set of corporate performance measures ; aligned to Council's new Corporate Plan for 2024 to 2028 (draft), appear in Appendix Two. The new corporate (set by us) performance measures will be monitored and reported regarding their performance status. The performance updates will continue to be reported to Senior Management and Council on a regular basis. Progress made against the corporate performance indicators will also be reported in Council's Annual Assessment report (a retrospective assessment report of performance in the previous financial year, published in September).

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 in order 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, other Council Strategic Plans (such as the Local Development Plan), 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 an Assistant Director or Head of Service, 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.

Departmental 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 2024) 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 (set for us), as well as progress against corporate measures (set by us) will be presented to Council's Policy & Resources committee.

By 30th September 2025, the council will publish a self-assessment report setting out how we have performed against the Improvement Plan for 2024- 2025 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 annual audit and assessment. Post an audit and assessment of Council, the Local Government Auditor (LGA) certifies the improvement and assessment for the Council with an audit opinion.

To date Mid Ulster has received annual standard, unqualified opinions. As a result of the NIAO audits, the LGA believes that the Council to date 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 to date have 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 One

5.1 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.

“Good primary objective providing it is realistically promulgated and all impacts considered and balanced.” –

(Mid Ulster Councils Corporate Improvement Objectives Survey Consultee Excerpt; April 2024)

Lead Officer: Assistant Director Environmental Services.

Why have we chosen this Improvement Objective?

On a local level, Northern Ireland has passed its first Climate Bill, after it was voted through at the Stormont Assembly on 9th March 2022. The Bill commits Northern Ireland to a net zero greenhouse gas emissions target by 2050. The bill establishes a legal framework including five year plans for emission cuts. The Bill would also create the role of a Climate Commissioner to oversee progress against targets¹.

On a global scale, 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. The IPCC's 2021 Climate Change Report regarding the physical science basis, states that, "Climate change is already affecting every inhabited region across the globe with human influence contributing to many observed changes in weather and climate extremes"². Scientific consensus recognises human activity³ 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 intergovernmental panel on climate change (IPCC) 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 frequent⁵. 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://www.legislation.gov.uk/nia/2022/31/contents/enacted>
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>
6. <https://public.wmo.int/en/media/news/cop27-outcomes-emphasize-early-warnings-observations>

Actions - What are we going to do?

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
1. Increase the Council recycling rate to further boost the carbon reductions associated with recycling.	Increase tonnage of recyclables collected by approx. 1,700 tonnes per annum. Offsetting an additional 1,000 tonnes per year of Carbon per annum as a result of the improved recycling performance.
2. Manage Landfill Gas emissions at the Tullyvar, Magheraglass and Ballymacombs Landfill Sites and seek opportunities for further renewable energy projects	Reduction of 6,375 tonnes per year of Carbon equivalent per annum. £60,000 of income from the sale of electricity. Feasibility of solar panels at Tullyvar & Magheraglass assessed and report to committee.
3. Increase participation in the Eco-Schools programme, which	All schools in Mid Ulster engaged in programme and pupils well informed on the

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
encourages and directs young people to think about climate action including litter, recycling, energy saving, and water conservation etc.	environmental impacts of their activities, percentage of schools with Green Flag Status.
4. Monitor and review air quality across the District to determine whether national air quality objectives are being met.	Air Quality statistics 2023 - to be compiled, produced as an annual Report and engagement with the community through stakeholder meetings.
5. Local Air Pollution Prevention and Control (LAPPC) - Conduct scheduled inspections of premises to ensure that premises are complying with air emission targets as outlined in their Environmental Permits.	Inspect permitted premises to ensure compliance with Environmental permits (currently 76 premises have permits) and maintain records.
6. Energy efficiency in households - number of homes helped by providing Energy Efficiency Advice and the number of homes helped to improve the energy efficiency of their homes.	Approx. 250 homes annually across Mid Ulster helped to improve energy efficiency of their homes.
7. Seek to bring recycling and biodiversity themes into creative art project targeting schools,	Continuation of the creative arts programme while promoting greater awareness among participants of the

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
disability groups and older people programmes.	benefits of recycling and how the arts can contribute to the recycling agenda.
8. Review and revise Council's pilot habitat assessment tool, include biodiversity enhanced recommendations into schedules of work for 6 Council managed assets/land – Polepatrick Park & Cemetery, Ranfurly and Hill of the O'Neill, Ballyronan Marina, Carricknakielt, Dungannon Park and Cookstown Council Office.	Creating healthy council managed habitats
9. Introduce and pilot the Sustainable NI Sustainability Assessment Tool for capital projects	The Council considers the environmental and climate change impact of their capital projects and seeks to reduce any negative impact found. Also, the Council can increasingly demonstrate that sustainable development and climate change considerations are being integrated in their decision making process around capital projects.
10. Submit the Draft Plan Strategy for Independent Examination (IE), which will include policy to protect our environment e.g. including the Sperrins, Lough Neagh and	Submission of Plan Strategy** for IE, which includes policy that will guide, enhance and protect the local environment while encouraging sustainability.

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
Clogher Valley and; policy, which encourages more sustainable forms of transport, and reduces the need to travel by private vehicles.	
11. Research the application and introduction of alternative fuelled Vehicles/Diverse Plant into Council's Fleet	An increase in the Councils low/zero carbon alternative fuel vehicles and greater understanding of the Councils fuel usage over time.
12. Research and develop a Carbon Management Plan	An increase in the energy efficiency of the Councils buildings and greater understanding of the Councils heating / electricity usage over time.
13. Promote Flexible Working Opportunities to Council Staff	Promote Flexible Working opportunities to Staff and potential job applicants. Reduced carbon emissions related to staff commuting.
14. Progress to Stage 4 of the NI Climate Adaptation Planning Cycle	Production of a Mid Ulster Council Adaptation plan (including Risk Register, Vision/Aims/Themes, Action Plan) approved by Council.
15. Prepare a Climate Change and Sustainable Development Strategy and Action Plan	Production of a Sustainability Strategy and Climate Action Plan - Strategic and operational approach to sustainable

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
	development and addressing the challenges of climate change.
16. We will research Environmental, Social and Governance ("ESG") principles in the context of the review of the Council's Procurement Policy. Consider whether and how same could be incorporated as to how the Council thinks ESG and buys/procures ESG	Initial awareness throughout the organisation of ESG values, how they might work in practice, what the opportunities and challenges are with ESG and Council having a direction of travel re whether the Council could think and procure ESG. Collaborating with Communities and Place Directorate on Community Wealth Building as procurement is one pillar within that strategy - DTNI support.
17. Prepare a report by researching & benchmarking Mid Ulster District Council against other NI and ROI Councils with regards to resources devoted to Sustainability and Climate Change	Gain a greater understanding of the resources other similar organisations are devoting to sustainability & climate change.
18. Support the appointed Net Zero Delivery Officer who will co-ordinate the regional development of both Council net zero action plan and industry led, sector specific Net Zero opportunity assessments and action plans that will support the Mid-South West	Increased business awareness of the practical steps and opportunities available to realise carbon, energy and cost savings in order to future proof their business.

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
(MSW) region in the transition to Net Zero.	
19. Investigate unused Council land with the potential to be transformed into Urban Green Spaces / Allotments or used for other biodiversity actions like tree planting, wetlands etc.	Gain a greater understanding of the Council Estate, identify unused land and assess their potential to be used for environmental improvement projects and climate action.
20. Scope and develop a Master Active Travel Plan by March 2025	The potential for Active Travel projects within the district will have been scoped out, developed into a strategic document (Master Plan) which will aid in the application for external funding.
21. Co-ordinate the development of an indoor leisure energy user group action plan across 5 indoor leisure centres: Greenvale Leisure Centre (LC), Cookstown LC, Dungannon LC, Maghera LC and Money more Recreation Centre.	Leisure Centres save money and energy as well as reduce their environmental impact through better low and no cost energy management.

****No. 10** - There continue to be have been unforeseen delays caused by the Department who have yet to forward the Draft Plan Strategy to PAC for Independent Examination. Department for Infrastructure (Dfi) have sought clarification on a number of points.

How will we know?

- Carbon reduction/offsetting (tonnage) per anum.
- Amount of income (£) generated from the sale of electricity.

- Numbers of Mid Ulster Schools participating in Eco Schools Programme & percentage of schools with Green Flag Status.
- Air Quality within District determined within annual Air Quality Report.
- Number of community stakeholder engagements held regarding Air Quality across District.
- % of scheduled inspections of premises to ensure that premises are complying with air emission targets as outlined in their Environmental Permits.
- Number of homes helped to improve their energy efficiency.
- Number of participants/groups in Council led environmental/sustainability conservation into creative art activities/programmes.
- Number of Council owned assets/land which have schedules of work that include biodiversity enhancements recommendations.
- Number sustainability assessment guidelines, tools developed.
- Number of officers trained in utilising sustainability screening tool
- Department forwards MUDC Draft Plan Strategy.
- Numbers of vehicles replaced in Low /Zero carbon -Replacement Fossil Fuel Capital Fleet Programme.
- Electric charging capacity scoping exercise report produced
- Number of annual fuel usage reports produced.
- Carbon Management Plan in place
- Annual building heating / electricity usage reports produced
- Number of facility carbon management plans developed
- Number of Display Energy Certificate (DEC's) assessments completed.
- Flexible Working Arrangements Guidance "Hybrid/Agile working" in place and baseline figures established for Miles travelled by staff commuting to work
- Stage 4 of the "NI Adapts" Planning Toolkit completed
- Council approval for Climate Change and Sustainable Development Strategy and Action Plan.
- Environmental, Social Governance principles awareness training/workshops undertaken in year
- Benchmarking report completed regarding resources devoted to Sustainability and Climate Change in Northern Ireland and Republic of Ireland.

- Number of senior business leaders engaged in seminars on Net Zero Transition (across Mid-South West region - MSW)
- Number of industry led Net Zero Opportunity Assessment Plans created (MSW)
- Baseline data established for potential urban /green spaces
- Develop and Seek Council approval for Mid Ulster Active Travel Master Plan.
- Indoor leisure energy user group create action plan

Visible improvement residents, businesses or visitors expect to see

As a local authority, we recognise that we have a responsibility to take positive action and provide strong leadership on averting the dangerous effects of climate change. We will reduce carbon emissions from our buildings, vehicles, operations, activities through strategic planning, policy development and the management of projects.

We will promote a culture of environmental responsibility amongst staff and customers, with the aim of reducing energy, water use and raising awareness of the effects of climate change, and the circular economy within the District and beyond.

Partnerships: Who do we need to work with?

Citizens, visitors, community and voluntary groups, schools, colleges, youth groups, businesses, staff, Executive Departments, Conservationists.

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

Link to Corporate Plan Themes:

Our Service Delivery- Achieve a 20% reduction in carbon emissions by March 2028 through implementation of our Sustainability Strategy and Climate Action Plan.

Our Service Delivery - Complete a Climate Change Adaptation Plan

Our Service Delivery - Achieve the Circular Economy Target to recycle 60% of municipal waste by March 2028

Our Service Delivery - Advance our vision to meet the strategic planning and wellbeing needs of our citizens by progressing the Local Development Plan 2030 Draft Plan Strategy to Public Inquiry Stage by March 2028

Leadership and Partnership in Local Growth- Visibly progress the Mid-South West Growth Deal initiatives.

Being the Best Council Possible: Increase staff engagement and wellbeing by 2028

Performance Improvement Aspects which this improvement objective aims to deliver against

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

Improvement Objective Two

5.2 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.

“The ways of working need to involve non-techie people being able to access services and in a way that suits how we are in Mid Ulster”.

(Mid Ulster Councils Corporate Improvement Objectives Survey Consultee Excerpt, April 2024)

Lead Officer: Assistant Director Corporate Services and Finance.

Why have we chosen this Improvement Objective?

Tech' change had accelerated during the pandemic, the rate of digital transformation has increased exponentially in part due to the speed of adapting to unexpected challenges. Organisations, their customers and stakeholders expect digital experiences to be more immersive, inclusive, secure, and simple to use than ever before. Technology change has always been about people, and in 2024, that will be truer than ever in the era of hybrid work.

The Council is aware that technology will be about the new ways in which we work, connect, create, and support one another—and how technology enables this. There is now an enhanced need to transform how 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, banks and utility providers.

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.

Whilst 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, insight, and technology at the heart of change.

Actions - What are we going to do?

What are we going to do? (Activities)	What difference will it make?- (Outcomes)
1. Development of digital systems to support the delivery of Financial Services (PHASE - 2)	Phase 2 pilot will introduce functionality not previously available to the Council. It will greatly improve; financial controls at remote facilities (e.g. leisure centres). Council will have more efficient and effective financial management information system, providing timely easy access, self-service to financial ledgers, financial information and reporting for all services, with improved controls and governance leading to overall improved and informed financial decision making.
2. Research, develop and deliver a new staff intranet that is fit for purpose and suitable for integration within other online tools currently taking place	"SharePoint" intranet act as a hub where team members can access everything they need. Our staff can find the information they need about the Council quickly and easily on a new intranet. Improved internal communications that will contribute to a connected and engaged employee group that feels informed and involved.

What are we going to do? (Activities)	What difference will it make?- (Outcomes)
3. Implement Digital Infrastructure Actions from Digital Transformation Strategy (e.g. invest in roll out, uptake and usage of cloud based integral collaboration, communication and hybrid working tools).	Staff have the connectivity and equipment to work from wherever they need and where their communication is seamless and simplified
4. Delivery of the Digital Transformation Flexible Fund (DTFF: NI programme led by Newry, Mourne & Down District Council). A 3-year grant scheme aimed at supporting micro/small businesses to adopt advanced digital technologies to achieve business transformation.	Sixty Mid Ulster micro/small businesses supported to adopt new digital technologies to transform their business operations by March 2026
5. Develop digital accessibility and digital inclusion (by design) guidance and training materials for Council's Digital Transformation team.	Accessible design principles included in digital improvements
6. Procurement and initial implementation of Customer Experience solution for deployment across council services.	Customer facing services designed and configured within a system environment reducing the need over processing of customer queries and service requests across and around the Council

How will we know?

- Phase Two of Financial module in place – Contracts module, Electronic Cash receipting, Back Office receipting/ Auto Bank reconciliation
- New staff intranet in place.
- Wider integration of telephony and collaboration tools implemented.
- Number of Mid Ulster micro/small businesses supported to adopt new digital technologies to transform their business operations by March 2026.
- Direct User Group “Accessibility” questionnaire completed
- Number of accessibility audits/checks by digital design for accessibility.
- Customer Service system procured and awarded.

Visible improvement residents, businesses or visitors expect to see

The Council's role will be focused on helping to identify the priorities that will lead to the biggest impacts on economic growth and public service reform, thus ensuring key policies and strategies are integrated. This will include the infrastructure to support digital innovation in the District, providing insight and delivering public service reform directly, including working in a more digital way as a Council and promoting work that will support every resident in the District, as well as supporting businesses to benefit from digital change. Enhanced customer services “right first time”.

Partnerships: Who do we need to work with?

Northern Ireland Executive and Departments, Members of Council, Staff from various service areas across Council, Implementation Partner, Digital Designers/Consultants, Citizens, Visitors, Statutory, Voluntary, Community groups, Businesses, Councils, Regulatory/Statutory bodies.

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

Links to Corporate Plan Themes:

Our Service Delivery: Support delivery of a strong business economy by fostering start-ups; creating growth and scalability opportunities; promoting jobs; and developing Mid Ulster as a vibrant tourist destination.

Our Service Delivery: Implement a Customer Experience Platform by 2026 and have it fully operational for two customer facing services by March 2028

Being the Best Council Possible: Increase staff engagement and wellbeing by 2028

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

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

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

“Target roadside litter throughout the Council area. Our roadsides are a disgrace and the litter must be a negative impact to selling the area for any and all purposes. Collecting litter is fine but education on ‘taking it home’ and ‘binning it’ has to be the crucial message. Pride in the area!”

(Mid Ulster Councils Corporate Improvement Objectives Survey Consultee Excerpt, April 2024)

Lead Officer: Assistant Director of Health, Leisure and Wellbeing

Why have we chosen this Improvement Objective?

The World Health Organisation, (WHO), outlines, the various ways the natural environment can positively affect human health and well-being, as natural areas offer opportunities for physical activity, social contacts and stress reduction ¹. We all use public spaces every time we leave 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, parks, cannot be underestimated. Many benefits derive from a pleasant environment. Post pandemic we now realise how important it is for us to have easy access to open space for recreation and exercise. 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, and 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 than ever as overall public sector expenditure reduces at an unprecedented rate, combined with the economic fallout from the pandemic and current inflation in the economy.

1. <https://www.un.org/en/chronicle/article/green-spaces-invaluable-resources-deliveringsustainable-urban-health>

Actions - What are we going to do?

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
1. Continuation of an enhanced anti-littering enforcement approach – Phase 2. (extension of “Don’t Mess Up Mid Ulster” scheme in dog fouling ‘hot spots’).	Effective and visible way of responding to anti-social behaviour, resulting in raising awareness of adverse impacts of littering on the environment.
2. Support and promote local community clean-ups and events e.g. Big Spring Clean organised by schools, businesses,	Sixty supported “Clean-ups” carried out across Mid Ulster district electoral areas (DEA) involving a range of stakeholders involved including schools, community

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
community groups and sports clubs.	groups, sports clubs, businesses etc. Increase "Adopt a Spot" registrations and GIS mapping of litter bins throughout District completed.
3. Co-ordinated litter/ recycling educational programme in place for participating schools.	Educational programme made available to all primary schools and delivery schedule in place. Increased community involvement and civic pride in participation of Live Here Love Here Small Grants Programme.
4. Develop, manage and deliver a marketing and communication activity plan 2024/25 (high profile campaigns) aimed at reducing littering and awareness of dog fouling across the district.	Increased public awareness of effects of littering and dog fouling across the District.
5. Develop extended coverage of Forest Schools programme across all seven District Electoral Area's (DEA's) - DEA's are Carnogher, Clogher Valley, Cookstown, Dungannon, Magherafelt, Moyola, Torrent in Mid Ulster District.	Work in partnership to broaden the invitation to schools, youth groups to take part in the Forest Schools Programme across the Districts green and blue spaces.
6. Continue to raise Parks and Open Green Spaces management standards across Council Properties by attaining	Enhancing horticultural, cleanliness, biodiversity, community involvement, and environmental management standards across the Districts recreational spaces.

What are we going to do? (Activities)	What difference will it make? - (Outcomes)
one additional Green Flag/Blue Standard award by 2024/25.	
7. Produce a work plan to support the need to address dereliction and vacancy across the district (subject to commitment with key government departments such as DfC, DAERA etc.) and apply to DfC for capital funding for Phase 2 of Town Centre “Spruce Up Scheme	Injecting new life into vacant / derelict properties. Creating new jobs across the district. Encouraging shoppers to physically come into towns and villages.
8. To research, develop and embed a Council-wide volunteer framework which includes a policy, procedures and guidance documentation to support the implementation of a policy by 2024/25	Create an enabling and facilitating environment for volunteering within council by providing quality volunteering experiences where the Council will be better placed to attract, involve and retain volunteers.

How will we know?

- 85% of reported straying dog service requests are responded to within three working days
- 85% of unwanted dog service requests are responded to within five working days.
- Number of Council dog fouling ‘hotspots’ where “Don’t Mess Up Mid Ulster” scheme introduced
- Number of community clean ups supported throughout District
- Number of “Adopt a Spot” registrations completed within year
- Litre Bin GIS mapping exercise completed

- Number of Educational Visits made to primary/ secondary schools promoting littering & recycling message and number of pupils/students attending.
- Amount of funding secured from Live Here Love Here fund
- Number of media campaigns delivered.
- Number of Forest Schools Projects identified and delivered by end of March 2025
- Number of attendees each Forest school project
- Number of blue and green flag management standards attained
- Securing funding from Department for Communities for Town Spruce up Scheme Phase 2.
- Council wide volunteer framework developed

Visible improvement residents, businesses or visitors expect to see

Increase in the number of “Clean and Green” schools and educational programmes delivered and supported throughout the District. Greater support of “active citizenship” through local action and engagement opportunities. Enhanced enforcement opportunities and awareness, which reduces anti-social behaviour such as littering, and dog-fouling etc. Improved quality and cleanliness of the public areas citizens, tourists, and businesses encounter across the District. Widen opportunities for volunteering across a range of Council wide services

Partnerships: Who do we need to work with?

Members of Council, staff, citizens, visitors, community/ voluntary groups, schools, colleges, youth groups, businesses, regulatory and statutory bodies, businesses and volunteers.

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

Links to Corporate Plan Themes:

Our Service Delivery: Increase customer satisfaction and participation in our leisure, outdoor recreation and arts, culture and literary facilities by March 2028

Our Service Delivery: Co-design and deliver accessible community-based leisure and outdoor recreation facilities and programmes that meet our citizens' needs

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

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

5.4 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.

“Delivering a capital investment programme, enhancing facilities and opportunities for local people provides the opportunities for the Council to enhance the accessibility of facilities through the District, thus future proofing for an ageing population and expanding the footfall to facilities that can increase their level of appeal via implementing accessible practices within the built environment.”

(Mid Ulster Councils Corporate Improvement Objectives Survey Consultee Excerpt, April 2024).

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 longer term impacts, arising from the Pandemic and the current economic instability caused by inflation, 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 post pandemic and to the economic recovery out of inflation. 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 £2.70¹ 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 also 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 regeneration. 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.

¹. Further detail can be found here:

Actions - What are we going to do?

What are we going to do? (Activities)	What difference will it make?- (Outcomes)
1. Undertake the Project management of Council's current committed live Capital Works Programme 2023 - 2027 with an indicative spend < £26m.	Contribute to the ongoing regeneration of our district.
2. Develop a versatility matrix and an associated learning and development plan for Capital Service delivery team by April 2025.	Streamline processes for efficiency compromises within the capital projects delivery team through staff development.
3. Ensure members of the public are kept informed of the progression of Council's Capital Projects rolling programme, via updates across communication channels.	Members of Public better informed regarding up-to-date information reference Council's Capital Programmes Projects across District
4. Review and revise the Standardised accessibility and inclusivity guidance materials for councils capital projects	Standardised Accessibility and Inclusivity principles for Capital Projects

How will we know?

- The number of current live Capital Works projects within 2023 to 2027 programme, to include:
 - **2 Waste Infrastructure Projects**; - final closure works at Ballymacombs Landfill and potential development of a Dry Recyclables Facility (MRF).
 - **2 Public Realm** - Contractor appointed for construction of Maghera Public realm scheme, Magherafelt Public Realm scheme under consideration with funders.
 - **13 Major Projects - (over £250K)**: Thomas Clarkes GAC, Connecting Pomeroy , Gortgonis Health & Well Being Hub enabling Works, Dgn Railway Park completed RIBA stage 2 , MUSA Sports 3G & Running Track to be on site , Maghera Wetland Park, Active Travel Projects (Clogher), Small Settlement Programme(Moneymore, Bellaghy (Hunters Park), Castledawson, Clady, Coalisland to be designed and constructed and works to Castlecaulfield and Moy to be developed) , Civic Offices remedial works, Forest Improvements at Drumcairn and Derrynoyd, Design works for Cookstown, Dungannon depot replacements.
5 Minor Projects - (under £250k): Ballsaggart Lough/ Dgn Park Lake Reservoirs, Murley Road Footpath, Greenvale LC Repairs, Burnavon Theatre Upgrades, Aughnacloy Changing Room repairs
- Capital Programme Delivery training learning development plan in place.
- Revised Standardised Accessibility and Inclusivity for Capital Programmes guidance in place.

Visible improvement residents, businesses or visitors expect to see

Council will work with a wide range of partners from the public, private, voluntary and community sectors. Wherever possible the Council will seek to work in partnership with others to deliver its capital investment programme in order to provide facilities that meet the needs of the District. Council strategically manages its operational properties through the establishment of a rolling programme of investment which either improves existing council facilities or provides new facilities (e.g. office accommodation, depots, yards and venues such as open space facilities). Council will provide a clear context within which proposals for new capital expenditure are evaluated, to ensure that all capital investment is targeted at meeting the Council's Priorities and/or legislative requirements. Council will ensure that specific capital programme project stages updates are provided to members of the public.

Partnerships: Who do we need to work with?

Council members, council staff, ratepayers, citizens, tourists, businesses, statutory and regulatory bodies, digital geospatial suppliers, other local regional councils, community and voluntary groups.

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

Links to Corporate Plan Themes:

Our Service Delivery: Build on our place-shaping capital investment programme to develop new, and enhance our existing, physical assets

Being the Best Council Possible: - Increase staff engagement and wellbeing by 2028

Performance Improvement Aspects this improvement objective aims to deliver against?

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

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:

Strategic Services and Engagement Team

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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	<p>The number of jobs promoted through business start-up activity.</p> <p>[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]</p>	153
P1	<p>The average processing time of major planning applications.</p> <p>[An application in the category of major development within the meaning of the Planning (Development Management) Regulations (NI) 2015 (a)]</p>	Major applications processed from date valid to decision or withdrawn within an average of 30 weeks
P2		

Reference	Statutory Indicator	Standard to be Met (annually)
	<p>The average processing time of local planning applications.</p> <p>[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]</p>	<p>Local applications processed from date valid to decision or withdrawn within an average of 15 weeks.</p>
P3	<p>The percentage of planning enforcement cases processed within 39 weeks.</p> <p>[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].</p>	<p>70% of all enforcement cases are progressed to target conclusion within 39 weeks of receipt of complaint.</p>
W1	<p>The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse)</p> <p>[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)]</p>	<p>Set by the Department for Agriculture, Environment and Rural Affairs (DAERA)</p>
W2		<p>Set by DAERA</p>

Reference	Statutory Indicator	Standard to be Met (annually)
	<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>	
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 by DAERA

* On the 13 November 2023, 'Go Succeed' launched across all Councils replacing all other Economic Development programmes including 'Go For It' which ceased implementation on the 30 September 2023. 'Go Succeed' is the new go-to source for free expert business advice focusing on the three pillars of starting, growing and scaling your business.

Appendix Two:

Draft Corporate Plan: Objectives, Measures and Rationale – Our Focus for 2024 to 2028

Corporate Plan Theme One: Our Service Delivery

Objective 1.1: Achieve a 20% reduction in Council’s carbon emissions by March 2028 through implementation of our Sustainability Strategy and Climate Action Plan.

Measure: Percentage (%) reduction in operational emissions by March 2028

Objective 1.2: Complete a Climate Change Adaptation Plan by 2025.

Measure: Climate Change Adaptation Plan completed by 2025.

Rationale/Why: The impact of climate change on water availability, food production, the environment and the livelihoods of the global population is growing. We know the risks around Climate Change will continue to increase if we do not take steps to cut our carbon emissions. We must act now as what we do today will affect the lives of our children tomorrow and our future generations. Our Climate Change Adaptation Plan sets out how we will assess and adapt to the risks and opportunities from climate change.

Objective 1.3: Achieve the Circular Economy Target to recycle 60% of municipal waste by March 2028.

Measure: Percentage (%) of municipal waste recycled by March 2028

Measure: Statutory Waste Performance Standards and Indicators met.

Rationale/Why: Recycling waste protects the environment and saves on, or reduces, the costs of disposal. Recycling and/or reusing waste benefits the environment by lessening

the need to extract resources or source new materials, lowers the potential for contamination and saves energy.

Objective 1.4: Build on our place-shaping capital investment programme to develop new, and enhance our existing, physical assets.

Measure: Number of capital investment projects committed between 2024 and March 2028

Measure: Number and Amount in £ capital investment spent over the period

Measure: Percentage (%) improvement in life satisfaction in Mid Ulster (NISRA Wellbeing)

Rationale/ Why: Our Capital Investment Programme helps us build a better future for our citizens. It includes a programme of works to extend, refurbish, upgrade, redevelop and revitalise our existing and new assets, all set within our budgetary constraints. Our programme seeks to benefit the environment and promotes opportunities for our citizens to access and enjoy our facilities and outdoor spaces.

Objective 1.5: Implement a Customer Experience Platform by 2026 and have it fully operational for two customer facing services by March 2028

Measure: Customer Experience Platform (CEP) implemented by 2026

Measure: CEP fully operational for two customer facing services by March 2028

Measure: % increase in customer satisfaction for service accessibility and response.

Rationale/Why: We want to put our citizens and customers first and to do so we need to understand what people want, need and value. Embedding a positive customer experience journey into our service delivery will ensure that we put our customers first and serve their needs. It is critical to the sustained growth of our Council.

Objective 1.6: Support delivery of a strong business economy by fostering start-ups; creating growth and scalability opportunities; promoting jobs; and developing Mid Ulster as a vibrant tourist destination.

Measure: Number of jobs promoted through business start-up activity

Measure: Number of businesses supported through growth orientated scaling programmes and events (including tourism)

Measure: Number of visitors (footfall) to Council visitor attractions.

Rationale/Why: Mid Ulster district has a strong economy, especially in the fields of agriculture, construction, engineering and manufacturing. Growth in the production of goods and services means that their quality and quantity increase. Our economy contributes to the standard of living enjoyed by our citizens.

Objective 1.7: Work collaboratively with central government to align existing community development and support programmes and implement our Community Development Strategy and Action Plan by March 2028

Measure: Community Development Strategy and Action Plan implemented by 2028

Measure: Number of programmes integrated

Measure: Percentage (%) of CVS consultee participants satisfied with the Co-design process

Measure: Percentage (%) improvement in life satisfaction in Mid Ulster (NISRA Wellbeing)

Measure: Percentage of improvement in locus of control for people in Mid Ulster (NISRA Wellbeing)

Rationale/Why: Mid Ulster has a vibrant community and voluntary sector. We want to shape new ways of working across central and local government by aligning programme delivery and funding, exploring how things could be done differently to reflect local need. The motivation to work towards achieving improved processes is driven by the desire to ensure that people in communities are ultimately better off.

Objective 1.8: Redirect wealth and public spending into communities by promoting a Community Wealth Building approach to local economic development

Measure: Community Wealth Building Framework and Action Plan implemented by 2028

Measure: Amount of social value generated per £ invested

Measure: % improvement in locus of control for people in Mid Ulster (NISRA Wellbeing)

Measure: % improvement in self efficacy for people in Mid Ulster (NISRA Wellbeing)

Rationale/Why: Community Wealth Building seeks to contribute to a more stable and equitable economy by capturing the power of public organisations to better address poverty, marginalisation and economic injustice. CWB supports collective community ownership of, and democratic control over, the local economy. It does this through community land and property trusts, community development financial institutions, anchor institution procurement strategies, fair employment and just labour markets, local social enterprise, and public and community banking.

Objective 1.9: Increase customer satisfaction and participation in our leisure, outdoor recreation and arts, culture and literary facilities by March 2028

Measure: Percentage (%) increase in participation across each service area

Measure: Percentage (%) increase in customer satisfaction across each service area

Measure: Percentage (%) improvement in life satisfaction in Mid Ulster (NISRA Wellbeing)

Objective 1.10: Co-design and deliver accessible community-based leisure and outdoor recreation facilities and programmes that meet our citizens' needs

Measure: Percentage (%) increase in customer satisfaction with community-based leisure and outdoor recreation

Measure: Percentage (%) increase in participation in leisure and outdoor recreation

Measure: Percentage (%) of citizens satisfied with their involvement in the co-design process

Measure: Percentage (%) improvement in life satisfaction in Mid Ulster (NISRA Wellbeing)

Rationale/Why: Council has a substantial offering of leisure, outdoor recreation and arts, cultural and literary provision including our leisure centres, parks, green spaces, play areas, theatres and cultural sites. These services are at the core of Council's direct service delivery to our citizens. We also want to hear from our citizens and listen to what they tell us so that our community-based leisure and outdoor recreation facilities and programmes meet their needs

Objective 1.11: Advance our vision to meet the strategic planning and wellbeing needs of our citizens by progressing the Local Development Plan 2030 Draft Plan Strategy to Public Inquiry Stage by March 2028

Measure: LDP Draft Plan Strategy progressed to Public Inquiry Stage by March 2028

Objective 1.12: Listen to and reflect the needs of our citizens in shaping the Planning Service

Measure: Percentage (%) of improvements identified by Planning Service users implemented by March 2028

Objective 1.13: Meet statutory planning targets during the life of the Corporate Plan

Measure: Number of Statutory planning targets met

Rationale/Why: The Council's Local Development Plan is made up of the Plan Strategy and Local Policies Plan. Its purpose is to inform the general public, statutory authorities, developers and other interested bodies of the policy framework and land use proposals that will implement the strategic objectives of the Regional Development Strategy and guide development decisions within Mid Ulster District Council up to 2030. Our Planning system is about getting the right things built in the right places, about spaces around buildings and other issues such as job creation, regeneration and climate change. We want to meet the statutory targets that have been set for our Planning Service and we want to improve our service delivery by listening to and reflecting the needs of our citizens in shaping our Planning Service.

Corporate Plan Theme Two: Leadership and Partnership in Local Growth.

Objective 2.1: Visibly progress the Mid-South West Growth Deal initiatives

Measure: Number of Mid-South West Growth Deal projects approved by March 2028

Measure: Number of Full Growth Deal Business Cases progressed by March 2028

Rationale/Why: Growth Deals are packages of investment provided by the NI Executive and UK Government, complemented by other sources of funding. They are drivers for innovation and growth helping to raise productivity and driving competitiveness across Northern Ireland. The Mid South West Growth Deal is a collaboration between Armagh City, Banbridge and Craigavon; Fermanagh and Omagh and Mid Ulster District Councils. Our region is fortunate to have many strengths however, there are a challenges around productivity levels, an infrastructure deficit, a need to attract new workers, migration issues and a weaker outlook for population growth. We have developed a number of Growth Deal projects designed to supercharge the growth of our economy including for example, a new A29 Cookstown Bypass which will relieve traffic congestion in the town centre, reduce journey travel times, improve road safety and enhance the town centre environment.

Objective 2.2: Actively participate with other partners to substantially progress the co-ordinated management of Lough Neagh

Measure: Number of engagements with other bodies responsible for the co-ordinated management of Lough Neagh.

Rationale/Why: Lough Neagh is the biggest freshwater lake in Britain or Ireland. It supplies 40% of Northern Ireland's drinking water and is a haven for wildlife. It is a globally important Ramsar site, a European Special Protection Area and a NI Area of Special Scientific Interest. However, there are problems around falling fish populations, deteriorating water quality and reduced bird life. Council will actively participate with the many other partners who have a vested interest in and responsibility for the protection and conservation of this unique natural environment.

Objective 2.3.: Collaborate with local and regional governments and jurisdictions to improve the services we deliver to our citizens and advocate on their behalf

Measure: Number of advocacy engagements with local and regional government ministers and officials

Measure: Number of cross-cutting strategic collaborative working opportunities developed

Objective 2.4: Continue to engage and work alongside our Community Planning (CP) partners to deliver Mid Ulster Community Plan outcomes and have a new Plan in place by 2028

Measure: Number of Community Planning Partnership meetings facilitated

Measure: Number of CP actions progressed where Council has the lead role

Measure: New Community Plan in place by 2028

Measure: Percentage (%) improvement in life satisfaction in Mid Ulster (NISRA Wellbeing)

Rationale/Why: We are an outward looking, progressive Council. We will collaborate across local and regional governments and jurisdictions to deliver better results, seek out opportunities to identify where best practice exists and work with others on similar projects to bring about greater gains for our citizens. In our leadership capacity, we will identify and raise key issues that impact on our citizens, supporting them to have their say and identifying solutions that meet their needs.

Corporate Plan Theme Three: Being the Best Council Possible.

Objective 3.1: Increase staff engagement and wellbeing by 2028

Measure: Percentage (%) days lost to sickness

Measure: Percentage (%) staff satisfied with their job

Measure: Percentage (%) of staff who feel their wellbeing has improved

Measure: Percentage (%) staff turnover

Measure: Percentage (%) of staff completing mandatory learning and development training

Objective 3.2: Implement a Workforce Plan to attract and retain the top talent we need to deliver our services

Measure: Workforce Plan implemented in 2026

Measure: Percentage (%) staff progression across the organisation

Measure: Number of apprenticeships successfully completed by March 2028

Measure: Number of external awards achieved by March 2028

Rationale/Why: Investing in our employees' wellbeing brings about many benefits including increased resilience and employee engagement, reduced sickness absence, higher performance and productivity, better work-life balance and ultimately improved service delivery for our citizens. We want to foster a workplace culture of loyalty and high morale with staff who feel their wellbeing needs are being met. Workforce planning help us strategically align our business goals with our people strategy. Workforce planning helps us to respond to changing customer needs by developing a more skilled pool of staff. It helps reduce the cost of labour by promoting efficiency within the workforce and eliminating unproductive practices. It helps us retain our employees, develop our people and deliver best value for money through our talent.

Objective 3.3: Remain a financially sustainable and viable Council that takes a prudent approach to spending public money.

Measure: Pounds (£) cash balance maintained within the Council's pre-established cash limits

Measure: Pounds (£) loans outstanding – remain within Council's operational & authorised borrowing limits

Measure: Medium Term Financial Plan & associated prudential indicators developed and reviewed

Rationale/Why: The services delivered by Council impact on many aspects of our lives and the communities we are part of. We face bigger pressures and challenges including cost of living increases, higher inflation, reduced income streams and heightened demand for services. The financial challenges which lie ahead mean that we must focus on ensuring that our financial position is resilient, affordable, responsible and sustainable

Objective 3.4: Ensure our Governance Framework is appropriately integrated within our service delivery models.

Measure: Annual unqualified independent audit certificate

Measure: Number of reportable data breaches

Measure: 80% of Freedom of Information requests responded to within 20 working days

Measure: Number of successful (above threshold) legal challenges to Council's

Procurement exercises.

Rationale/Why: Our corporate governance framework centres around decision-making and accountability. It is an essential support structure setting out our rules, procedures, practices and organisational roles that ensure accountability, fairness and transparency. It helps us build trust amongst our ratepayers and citizens. It includes processes for identifying, assessing and managing risks and helps us to avoid regulatory violations or litigation, thereby increasing our performance and long-term sustainability.

May 2024