

## Appendix One: Corporate Performance Improvement Objectives: 2025-26 and 2026-27

<b>Corporate Improvement Objective</b>	1). <i>Enhance the experience of our customers by working to embed a culture which puts them at the centre of how services are offered and accessed. Ensuring Council services are accessible, efficient and responsive to the needs of communities across our District.</i>	
<b>Senior Responsible Officer:</b>	<b>Corporate Plan Theme &amp; Outcome</b>	<b>Project (Action)</b>
<b>Philip Moffett:</b> Assistant Director of Organisational Development, Strategy & Performance.	<b>Theme :</b> Our Service Delivery <b>Outcome:</b> Citizens and customers will benefit from streamlined, more user-friendly services that are more inclusive, quicker and tailored to community needs, strengthening trust and engagement.	<ul style="list-style-type: none"> <li>• Develop a rolling programme of projects, measures and actions to work towards embedding a culture of customer excellence.</li> </ul>

### **Why we are doing it?**

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 at the heart of everything we do and we serve their needs. It is critical to the sustained growth of our Council. Mid Ulster Council has a substantial offering of leisure, outdoor recreation and arts, cultural and literary provision which includes 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 want to increase customer satisfaction, accessibility and participation in our leisure, outdoor recreation and arts, culture and literary facilities by March 2028. We want to hear from, listen to and act on (co-design) what our citizens tell us so that our community-based leisure and outdoor recreation facilities and programmes meet their needs.

Council serves diverse communities, implementing customer centric principles and customer voice will ensure that our services respond to the unique needs of our residents and customers. Services should be easy to access, operationally efficient, with a reduction in waiting times and move to minimise duplication of effort across Council departments. It is about moving beyond traditional service models and recognising resident expectations for on-demand services. This will encompass the use of technology, through leveraging digital optimisation, alongside the development and collation of data relating to 'customer insights'. Council by concentrating on customer experience, in effect recognises entire customer journeys, from first point of contact through to post interaction/purchase. . We will also commit to review our processes and current systems in tandem with our customer touchpoints, as well our staff knowledge and skills sets, marketing, web-site navigation, products, service quality, and brand perception.

Council is committed to the core customer service principles of; accessibility, responsiveness, transparency, fairness and respect. We will strive to ensure consistency in the application of defined service standards, while embedding core values of staff being polite, knowledgeable and helpful. The UK government's Communications Service<sup>1</sup> defines 'customer insight' as, "a deep truth about the customer based on their behaviour, experiences, beliefs, needs or desires, that is relevant to the tasks". We want to gather and act on public feedback, including customer 'pain points' which focus on problems or frustrations from customer experience and will use 'customer insights', (both qualitative and quantitative) from demographic data, surveys, focus groups, consultation exercises, service usage data and complaints, compliments and comments etc. Having a comprehensive understanding of our customers based on 'insight' is a starting point to answer the challenge of delivering services aligned to our customers' needs and expectations.

<sup>1</sup> <https://www.hypeinnovation.com/blog/what-is-a-good-customer-insight>

<b>Corporate Improvement Objective</b>	2) <i>Provide diverse opportunities for children and young people to access inclusive and engaging activities that promote skills development, physical health and well-being, encourages creativity and supports active community participation”</i> .	
<b>Senior Responsible Officer:</b>	<b>Corporate Plan Theme &amp; Outcome</b>	<b>Project (Action)</b>
<b>Joseph Mc Guckin: Head of Strategic Services &amp; Engagement.</b>	<b>Themes:</b> Our Service Delivery and Being the Best Council  <b>Outcome:</b> Greater participation of children and young people in inclusive activities that enhance skills, well-being, creativity and community engagement.	<ul style="list-style-type: none"> <li>To develop and deliver programmes/activities in conjunction with our partners &amp; communities that provides opportunities for our children and young people to enhance skills, well-being, creativity and community engagement.</li> </ul>
<p><b>Why we are doing it?</b></p> <p>The last census in 2021 has seen a demographic shift in terms of size of population by Council area<sup>1</sup>. Mid Ulster is expected to grow from 150K (2021) to 165K by 2030 relative to population size, with a substantial proportion of this increase coming from young people. Mid Ulster has a significant proportion of its population under the age of 30 (35%) compared to the other 10 Council areas, and has the highest percentage of residents under the age of 15 (21.7%). In effect this means the district has a youthful population, i.e. in the early stages of education or career development. We want to ensure a continued commitment to providing diverse opportunities for children and young people. We see this as a strategic investment in the future workforce, the social and physical wellbeing of our present and future generations, which in turn contributes to the Districts’ social and economic prosperity in the coming decades.</p> <p>To enable children and young people to be healthy, independent and resilient, many of our current Council service provision offers this demographic, the opportunity to attend additional educational opportunities/programmes<sup>2</sup> (heritage, arts, cultural, environmental etc.), take part in social activities and contribute to their communities. Our sports, outdoor facilities and parks promote access to recreational activities which help children and young people by fostering social interaction, encourages physical fitness<sup>3</sup>, provides access to sports/recreational activity that may otherwise not be available, builds confidence, teamwork, all of which are vital for personal development and later career opportunities. Many facets of our service provision creates inclusive and supporting environments for youth to thrive in both recreational and competitive settings.</p> <p>Focusing on youth development ensures long–term sustainability of the regions workforce helps address issues like youth unemployment and skills gaps, creating pathways to employment and skills. The Labour Force Survey (2021) cites youth unemployment in Northern Ireland is higher than the national average. Young people in NI have historically faced higher unemployment rates compared to older age groups. Council is a large employer within the district with a vast array of posts, qualifications and skill sets, we want to ensure that our pathways for young people to gain, experience and job opportunities (through our on job experience, and student, graduate placement programmes) form part of our workforce development plan. Council will also include alignment and collaboration with our Community planning partners to ensure that children and young people’s opportunities remain as part of our place shaped work.</p> <p>1 <a href="https://www.nisra.gov.uk/statistics/census/2021-census">https://www.nisra.gov.uk/statistics/census/2021-census</a>      2 <a href="https://www.education-ni.gov.uk/publications/raise-programme-summary-document">https://www.education-ni.gov.uk/publications/raise-programme-summary-document</a>  3 <a href="https://www.communities-ni.gov.uk/publications/active-living-sport-and-physical-activity-strategy-northern-ireland">https://www.communities-ni.gov.uk/publications/active-living-sport-and-physical-activity-strategy-northern-ireland</a></p>		

<b>Corporate Improvement Objective</b>	<b>3). Achieve a reduction in Council's carbon emissions through implementation of our Sustainability Strategy and Climate Action Plan</b>	
<b>Senior Responsible Officer:</b>	<b>Community Plan Theme &amp; Outcome</b>	<b>Project (Action)</b>
<b>Mark Mc Adoo: Assistant Director of Environment.</b>	<b>Theme:</b> Our Service Delivery  <b>Outcome:</b> Reduction in Council carbon emissions	<ul style="list-style-type: none"> <li>To implement Councils plan/programmes/activities to achieve a 20% reduction in Council's carbon emissions by March 2028</li> </ul>

**Why we are doing it?**

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 and future generations. Our Climate Change Adaptation Plan sets out how we will assess and adapt to the risks and opportunities from climate change. 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. It lowers the potential for contamination and saves energy.

Locally the Stormont Executive through the Climate Change Act<sup>1</sup> (2022); hereafter referred to as 'The Act', sets out ambitious commitments to achieving net zero that aligns with commitments in Great Britain, Republic of Ireland and the European Union, and also recognises the need to achieve a transformational transition to net zero in a way that is fair and balanced for everyone by supporting the cost of a 'just' transition. The Act sets a target of at least 100% reduction in net zero greenhouse gas (GHG) emissions by 2050 (i.e. net zero emissions by 2050) for Northern Ireland compared to baseline, along with interim targets in net emissions by 2030. DAERA must also, review and potentially set updated 2030 and 2040 interim emissions reduction targets to ensure that they are in line with the 2050 net zero target. The Act also sets other sectoral targets including 2030 targets at least 80% of electricity consumption from renewable sources (DfE) and 70% of waste is recycled (DAERA) as well as a target for a minimum spend of 10% of overall transport budgets on active travel (DfI).

The Act came into effect on the 6th of June 2022 and specifies the Waste Management<sup>2</sup> sector as a priority area for the reduction of GHG emissions to contribute to NI's Net Zero ambitions. The waste management sector is responsible for 4% of NI's total emissions and includes a key aim of achieving 70% recycling by 2030, the affected stakeholders are local authorities, central government and waste management operators.

1. <https://www.daera-ni.gov.uk/articles/climate-change-act-northern-ireland-2022-key-elements>

2. <https://www.daera-ni.gov.uk/articles/recycling-climate-change-act-northern-ireland-2022-recycling-net-zero-targets>