



RSM McClure Watters (Consulting)
Connected for Success

Fermanagh and Omagh District Council

Strategy Review to Support Community Planning

Final Report

September 2015

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APPENDIX A: STRATEGIC REVIEW

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1 EXECUTIVE SUMMARY

1.1 Introduction

RSM McClure Watters (Consulting) Ltd is delighted to have been appointed by Fermanagh and Omagh District Council to conduct a Strategy Review to support the Council's Community Planning Exercise.

1.2 Report Aims and Objectives

The aim of this report is, in the context of Community Planning, to present a comprehensive strategy review that will inform the development of a long term Vision and Plan for the new Fermanagh and Omagh District. This is to include:

- Collation of existing short, medium and long term plans and strategies which currently impact or relate to the new Council area;
- A concise audit of the existing plans and strategies for the new Council area across all sectors together with existing partnership arrangements;
- Identification of the key issues within each plan or strategy as a way of uncovering duplication and gaps in addressing issues;
- Mapping of the current priorities of the plans, strategies and programmes (including service delivery) and funding. The mapping exercise should help identify duplication and gaps in addressing issues as well as existing partnership arrangements;
- Consideration and correlation of current information/plans and strategies that the legacy Councils (Fermanagh and Omagh District Councils) and the new Council hold on any aspects of the new Council area; and
- Research other information sources that may exist which provide information on the new Council area and which are not already being considered via the data analysis exercise in conjunction with SMART Review.

1.3 Our approach

In response to the terms of Reference, RSM McClure Watters undertook the following key activities:

- Review of Policy and Strategic Context:
 - Mapping of key partners and their strategies including identification of any gaps/duplication.
- Review of Delivery Mechanisms:
 - Tabular representation of key delivery mechanisms against Council priorities.
- Stakeholder Consultation:
 - Individual consultations with representatives of 15 statutory organisations.
- Reporting and Presentation:

- 2 Workshops (1 with elected representatives and 1 with statutory sector representatives).

1.4 Conclusions

In line with the terms of reference, our preliminary conclusions relate to the following issues:

- Concise Audit of Existing Plans/Strategies;
- Identification of any areas of duplication/gaps in provision;
- Mapping of key delivery mechanisms and partnership arrangements; and
- Identification of Emerging Priorities.

1.4.1 Concise Audit of Existing Plans/Strategies

Working with the Council and key stakeholders, RSM McClure Watters identified 32 strategies which had the potential to inform the development of a community plan in Fermanagh and Omagh. At the time of writing, most policy continues to take a Northern Ireland (NI) perspective and little, if any, account was made of the new delivery powers of Councils and the pivotal role Councils will have in the Community Planning process. However, there is a clear role for the Council in facilitating the delivery of regional strategies and using its local knowledge to focus interventions where they will have maximum impact and (where possible) use existing delivery mechanisms. The strategic review and stakeholder consultation exercise identifies the following key issues and priorities for the Fermanagh and Omagh area.

Economic:

- Existing regional strengths in agri-food, manufacturing and construction sectors;
- An over-reliance on industries with a low level of productivity (measured by gross value add (GVA) per head);
- The need for investment in innovation/new cluster development;
- The loss of the young and well educated from the region;
- Emerging skills gaps in traditional industries;
- A need for an increased focus on experiential tourism;
- An opportunity to develop a breadth of experience in tourism and also extend the shadow season; and
- An opportunity to draw on lifestyle entrepreneurs, particularly within the tourism sector.

Environment:

- Omagh and Enniskillen as hubs/gateways for NI;
- Issues of connectivity : Digital not spots and Transport: A4, A5 and A32;
- Hidden deprivation: statistics under-report need in rural areas;
- The importance of maintaining vibrancy of smaller communities;
- The continued importance of flood protection and mitigation;
- Moving away from landfill; and
- Striking a balance between the responsible use and protection of natural resources in support of better quality of life and a better environment.

Social:

- Highest proportion of low income households in Northern Ireland;
- Higher proportion of teenage mothers and mothers smoking in pregnancy than other rural Councils in NI;
- Higher proportion of elderly and increasingly, elderly caring for the elderly than other rural Councils in NI;
- 2,704 avoidable (cancer/coronary) deaths in Fermanagh/Omagh;
- The education system in Fermanagh and Omagh produces top quality young people¹ (64% of school leavers with at least 2 A Levels; 52% go to higher education. These figures are the highest of any Local Government District), yet the skills level of the resident (working) population are below average (24% of the working age population have no formal qualifications; 24% have NVQ Level 4+ qualifications);
- The population in Fermanagh and Omagh is getting more diverse² (4.5% of the population were born outside the UK and Ireland compared to an NI average of 1.8%; 3,200 peoples' first language isn't English);
- The majority of respondents³ are definitely proud to live in their local area (70%) and enjoy living in the area. Most believe it is a close knit area and have a good sense of belonging with only a small percentage (14%) not having a sense of belonging to their Council areas; and
- Half of all respondents do not think they are given opportunities to participate in decisions that affect their local area nor do they think they have an influence over decisions that are made within Council about their local area.

1.4.2 Identification of any areas of duplication/gaps in provision

All local strategies contribute towards the delivery of regional/national strategies and a number of common performance indicators. All policy issues were considered to have been addressed. The only gap/uncertainty in policy terms is that Central Government must confirm through the proposed Memorandum of Understanding the roles and reporting responsibilities of Departments and Agencies with regard to Community Planning in Fermanagh and Omagh.

1.4.3 Mapping of key delivery mechanisms and partnership arrangements

RSM McClure Watters undertook a review of all key delivery mechanisms (i.e. those third party bodies which have worked in partnership with a number of Statutory Bodies to deliver specific interventions/services within the Fermanagh/Omagh area) identified in the strategic review and subsequent stakeholder consultation exercise.

There are a number of existing local delivery mechanisms which can be utilised to deliver both regional and local priorities, including:

- Fermanagh Lakelands Tourism/Sperrins Tourism Ltd;
- The Smart Region Group;
- Rural Development Programme: Local Action Group;

¹ Department of Education 2013, Analysis of Education Statistics

² NI Census 2011

³ Survey undertaken by Blu Zebra on behalf of Fermanagh and Omagh District Council to inform the 2015 Good Relations Strategy. Total number of respondents for the Survey:334 responses

- Locality/Community Resilience Groups⁴;
- Neighbourhood Renewal Groups;
- Extended Schools Partnerships
- Skills Advisory Groups;
- Older People Networks;
- Children and Young People Partnerships;
- Police and Community Safety Partnerships; and
- Irish Central Border Area Network (ICBAN).

However, the following points are noted:

- There are existing/potential issues in relation to the delivery of:
 - The Council's Strategic Actions⁵: 1.5: Arts, Culture and Heritage and 1.6: Sports, Leisure and Recreation : There are presently no local delivery mechanisms in place for either action;
 - Tourism Development: There is a need to reconstitute both of the Tourism delivery bodies (Fermanagh Lakelands Tourism/Sperrins Tourism Limited due to jurisdictional changes;
 - Skills Development: There is a need to reinstate the Skills Advisory Group; and
 - Community Support: There is a potential gap in relation to community support, as there is a question over the continuing role of locality/community resilience groups and of neighbourhood renewal groups.
- In terms of external funding, Council will still need to rely solely on Central Government support to enable the delivery of 3 of the 9 Strategic Actions⁶. For the other 6 actions: revenue support will still be available from a variety of European funding programmes, whilst capital support will in large part no longer be supported by grant assistance, but potentially funded by financial instruments⁷; and
- On reviewing the initial data collected to date, there is an obvious gap in relation to health statistics. A review of available Public Health Agency (PHA) data noted that the Smart Region Project could be augmented with the following information: avoidable death rates, incidence of specific medical condition by target groups (Section 75 and also those with multiple medical conditions).

1.4.4 Identification of Emerging Priorities

The Stakeholder Consultation exercise identified a number of emerging priorities and confirmed that the most appropriate way for these to be delivered was through a number of Thematic Steering Groups (for local policy direction) and sub groups responsible for on the ground delivery. Such an

⁴ Locality groups operate in conjunction with DARD and DRD in respect of service delivery in a number of rural communities throughout the region,

⁵ Fermanagh and Omagh District Council Corporate Plan 2015-2019;

⁶ Refer to Table 4.3 for complete list of strategic actions, delivery mechanisms and assessment of fitness of purpose

⁷ Public sector loan facilities.

approach would ensure a two-way approach to strategy development and enhance efficiency through localised delivery.

Table 1.1 identifies emerging priorities and potential delivery mechanisms for discussion with DoE regarding the implementation of Community Planning:

Table 1:1: Emerging Priorities and Possible Delivery Mechanisms

Priority/Cross Cutting Theme	Description	Possible Delivery Mechanisms	Key Delivery Partners
Supportive environment for business	<p>This Priority may support the following activities:</p> <ul style="list-style-type: none"> • Promotion of economic development; • Attraction and retention of foreign direct investment; • Support for the retention of 'younger skilled' residents; and • Promotion of the tourism offering of the region. 	<p>Business Environment Thematic Group and following sub groups:</p> <ul style="list-style-type: none"> • Tourism Action Group (augmenting Fermanagh Lakelands Tourism and Taste of Tyrone); and • Smart Region Group (for strategic projects). 	<p>The following partners should be consulted:</p> <ul style="list-style-type: none"> • Department of Agriculture, and Rural Development; • Department of Culture Arts and Leisure; • Department of the Environment; • Department of Social Development; • FODC; • Invest NI; • Northern Ireland Environment Agency; • National Trust; • South West College; • Tourism NI; and • Waterways Ireland.

Priority/Cross Cutting Theme	Description	Possible Delivery Mechanisms	Key Delivery Partners
Attractive and Connected Location	<p>This Priority may support the following activities:</p> <ul style="list-style-type: none"> • Support for enhanced road accessibility; • Support for enhanced digital connectivity; and • Support for environmental enhancements. 	<p>Attractive and Connected Location Thematic Group and following sub group:</p> <ul style="list-style-type: none"> • Existing Locality groups/Community Resilience Groups. 	<p>The following partners should be consulted:</p> <ul style="list-style-type: none"> • Department of Agriculture, and Rural Development; • Department of Culture Arts and Leisure; • Department of Enterprise, Trade and Investment; • Department of the Environment; • Department of Regional Development; • Department of Social Development; • FODC; • Northern Ireland Environment Agency; and • Waterways Ireland.
Encouraging Lifelong Learning	<p>This Priority may support the following activities:</p> <ul style="list-style-type: none"> • Identifying sectoral skills gaps and signposting employment 	<p>Lifetime Learning Thematic Group and following sub group:</p> <ul style="list-style-type: none"> • Skills Advisory Group (Existing College Based Group) 	<p>The following partners should be consulted:</p> <ul style="list-style-type: none"> • Department of Agriculture, and Rural Development;

Priority/Cross Cutting Theme	Description	Possible Delivery Mechanisms	Key Delivery Partners
	<p>opportunities.</p> <ul style="list-style-type: none"> • Delivery of training and support for those not currently employed; and • Delivery of training and support for those in employment. 		<ul style="list-style-type: none"> • Department of Enterprise, Trade and Investment; • FODC; • Invest NI; and • South West College.
<p>Empowering Living Healthy Living</p>	<p>This Priority may support the following activities:</p> <ul style="list-style-type: none"> • Support to address loneliness and ill health amongst the elderly; and • Support lifetime opportunities amongst young people and their carers. 	<p>Healthy Living Thematic Group and following sub groups:</p> <ul style="list-style-type: none"> • Elderly (Existing Older People Networks); and • Young People (Existing Children and Young People Partnership). 	<p>The following partners should be consulted:</p> <ul style="list-style-type: none"> • Department of Agriculture, and Rural Development; • Department of Social Development • FODC; • Public Health Agency; and • South West College.
<p>Creating Strong and Shared Communities</p>	<p>This Priority may support the following activities:</p> <ul style="list-style-type: none"> • Support to address issues concerning community safety; and 	<p>Utilise existing Police and Community Safety Partnership</p>	<p>The following partners should be consulted:</p> <ul style="list-style-type: none"> • Department of Agriculture, and Rural Development;

Priority/Cross Cutting Theme	Description	Possible Delivery Mechanisms	Key Delivery Partners
	<ul style="list-style-type: none"> Support to address issues concerning Good Relations among and between communities. 		<ul style="list-style-type: none"> Department of Social Development FODC; Public Health Agency; and South West College.
Empowered Community/Enhanced Partnership Working	<p>This is a cross cutting theme designed to assist the delivery of the other themes by:</p> <ul style="list-style-type: none"> Promoting interagency partnership working and community involvement; and Measuring the 'degree of buy in' for Community Planning by Partner bodies and the wider community. 	<p>Development of a cross cutting theme to report on:</p> <ul style="list-style-type: none"> Partnership working (Measured against Partnership Continuum⁸); and Community Engagement (Measured by Attitudinal surveys and feedback). 	<p>This should be monitored by the FODC.</p>

⁸ Partnership Continuum includes the following stages: No partnership, Collaborative working, Commitment to partnership, Representative Partnership, Track Record on Delivery and Business Led Partnership.

2 INTRODUCTION & BACKGROUND

2.1 Introduction

RSM McClure Watters (Consulting) Ltd is delighted to have been appointed by Fermanagh and Omagh District Council to conduct a Strategy Review to support the Council's Community Planning Exercise.

2.2 Report Aims and Objectives

The aim of this report is, in the context of Community Planning, to present a comprehensive strategy review that will inform the development of a long term Vision and Plan for the new Fermanagh and Omagh District. This is to include:

- Collation of existing short, medium and long term plans and strategies which currently impact or relate to the new Council area;
- A concise audit of the existing plans and strategies for the new Council area across all sectors together with existing partnership arrangements;
- Identification of the key issues within each plan or strategy as a way of uncovering duplication and gaps in addressing issues;
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- Consideration and correlation of current information/plans and strategies that the legacy Councils (Fermanagh and Omagh District Councils) and the new Council hold on any aspects of the new Council area; and
- Research other information sources that may exist which provide information on the new Council area and which are not already being considered via the data analysis exercise in conjunction with SMART Review.

In response to the terms of Reference, RSM McClure Watters undertook the following key activities:

Figure 2:1: Key Activities



The Strategy Review involved the following key stages:

- Review of Policy and Strategic Context:
 - Mapping of key partners and their strategies including identification of any gaps/duplication.
- Review of Delivery Mechanisms:
 - Tabular representation of key delivery mechanisms against Council priorities.
- Stakeholder Consultation:
 - Individual consultations with representatives from 15 statutory organisations.
- Reporting and Presentation:
 - 2 Workshops (1 with elected representatives and 1 with statutory sector representatives).

2.3 Structure of Report

In line with the terms of reference, our report will have the following structure:

- Section 2: Description and History of the Fermanagh and Omagh District Council;
- Section 3: Desk Based Research;
- Section 4: External Consultation; and
- Section 5: Conclusions.

3 DESCRIPTION AND HISTORY OF FERMANAGH AND OMAGH

3.1 Introduction

The 2014 Local Government Act dramatically changed the map of Local Government in Northern Ireland (NI), reducing the existing 26 Councils to form 11 new Super Councils and specifically the merging of the two former Councils of Fermanagh and Omagh to form the new Fermanagh and Omagh District Council.

The vision for the 11 new councils is to have:

“a thriving dynamic local government that creates vibrant, healthy, prosperous, safe and sustainable communities that have the needs of the citizens at their core”.

Source: ‘Local Government Reform – Back to Basics – what are the benefits Department of Environment’ (DOE) (Feb 2013).

The following section identifies the characteristics of the new geography of the area before reviewing the new (formal and informal) powers which the Council now has.

3.2 New Geography

The new council area is home to 114,365 people, 7,340 businesses and there are 38,500 people in employed in the region. The Fermanagh and Omagh District Council area is Northern Ireland’s (NI) largest region in terms of land mass: approximately 3,000km², or 20% of NI and the smallest in terms of population. As a result, the population density of 41 people per km² is the sparsest in NI.

The new Fermanagh and Omagh Council area is illustrated in Figure 3.1:

Figure 3:1: Fermanagh and Omagh District Council



Source: ark.ac.uk 2015

3.3 New Powers

In this section we identify the new powers and working relationships associated with the 2014 Reform of Local Government.

The new Council will benefit from the expansion of existing powers regarding economic development and Good Relations and also the transference of the following functions from Central Government including:

- Planning:
 - Local Development plan functions; and
 - Development control and enforcement.

- Roads:
 - Off street parking (except park and ride).
- Urban Regeneration and community development⁹:
 - Functions associated with physical development (e.g. environment improvement schemes);
 - Area based regeneration (such as Neighbourhood Renewal); and
 - Some community development programmes for the voluntary and community sectors.
- Local Economic Development (transfer from Invest NI);
- Local Tourism;
- Some of elements of the delivery of the EU Rural Development Programme;
- Authority to Spot List to enable Councils to add a building to the statutory list; and
- Provision of local sports facilities.

As well as the transfer of these formal powers and budgets, the Council will also have an enhanced facilitative role through the new Community Planning powers, providing a unique geographical perspective and thereby guiding local delivery in conjunction with a range of statutory bodies operating in the Fermanagh and Omagh area. The new Community Planning powers mean that the Council will regularly engage and develop local initiatives with the following partners:

Statutory:

- Education Authority;
- Health & Social Care Trust (West Local Commissioning Group);
- Public Health Agency;
- Health & Social Care Board;
- Police Service of Northern Ireland;
- Fire & Rescue Service;
- Northern Ireland Housing Executive;
- Invest Northern Ireland; and
- Tourism Ireland.

Potential Partners:

- Council for Catholic Maintained Schools;
- Sports NI; and
- Consumer Council NI.

Finally the new Power of General Competence brings the greatest potential for innovative action by the Council, providing opportunities to develop more 'commercial methods' for managing assets and when used in conjunction with the new Planning powers can transform the Council into an 'enabling organisation', particularly in area regeneration, by being able to assemble, develop and actively promote sites for enterprise and the wider community.

⁹ The transfer of urban regeneration powers and funding has been delayed. It will remain with the Department for Social Development until at least May 2016.

4 DESK BASED RESEARCH

4.1 Introduction

This section aims to:

- Identify and review all key strategies;
- Identify and review all delivery mechanisms;
- Identify and review all relevant funding sources; and
- Identify metrics available to the Smart Region Pilot Project.

4.2 Key Strategies

In line with the terms of reference, we have reviewed the following strategy documents:

- Europe:
 - Europe 2020;
 - EU Biodiversity Strategy to 2020 – towards implementation; and
 - Operational Programme for: Europe 2020, COSME, Horizon 2020, INTERREG V, PEACE IV and Northern Periphery.
- Regional Strategies, including:
 - Programme for Government;
 - Department of Regional Development: Regional Development Strategy;
 - Department of Enterprise, Trade and Investment (DETI): Economic Strategy;
 - DETI: InnovateNI: Innovation Strategy for Northern Ireland;
 - DETI: Draft Tourism Strategy for NI until 2020;
 - DETI: Telecommunications Action Plan;
 - DETI: Sustainable Energy Action Plan;
 - Invest NI: Corporate Plan;
 - Department of Agriculture and Rural Development (DARD): Rural Development Programme;
 - DARD: Rural Proofing Paper;
 - DARD: Agri-food Strategy;
 - NI Biodiversity Strategy;
 - NI Sustainable Development Strategy;
 - NI Invasive Species Strategy;
 - Libraries NI: Corporate Plan;
 - Department of Education (DE): Success through STEM;
 - Department of Employment and Learning (DEL): 'Skills Strategy, Success through Skills – Transforming Futures';
 - DEL: Access to Success: Integrated Regional Strategy for Widening Participation in Higher Education;
 - Department for Social Development (DSD): Urban Regeneration and Community Development Framework;

- DSD: Approach to Community Planning
 - Department for Health, Social Services and Public Safety (DHSPSS): Working in Partnership: Community Development Strategy for Health and Well-being;
 - DHSPSS: Transforming Your Care;
 - Police Service of Northern Ireland (PSNI): Policing Plan;
 - NI Fire and Rescue Service: Road Safety Strategy;
 - Northern Ireland Housing Executive Strategy; and
 - ICBAN Spatial Strategy.
- Local Strategies, including:
 - Fermanagh and Omagh District Council (FODC): Corporate Plan;
 - FODC: Angling Strategy;
 - FODC: Local Biodiversity Action Plan Audit;
 - FODC: Good Relations Strategy;
 - FODC: Environmental Health Strategy Review for Community Planning Process;
 - FODC: Emergency Planning Review Information for Community Planning Process
 - Omagh District Council: Omagh Masterplan;
 - Fermanagh District Council: Enniskillen Masterplan;
 - Fermanagh District Council: How Age Friendly is Fermanagh
 - Fermanagh District Council: Fermanagh Lakelands Tourism Action Plan
 - Southern Waste Management Partnership (SWaMP): Report on Waste Management;
 - DSD: Tackling Poverty in Omagh;
 - DSD: Tackling Deprivation in Enniskillen
 - Towards a City Vision for Omagh; and
 - Tyrone and Sperrins Destination Strategy.

A detailed review of each of the key strategies cited above is contained in Appendix A.

4.3 Review of Key Strategies

Table 4.1 provides an overview of emerging/existing strategies and associated delivery mechanisms against the following themes:

- Social;
- Economic; and
- Environmental.

For each of the relevant strategies, the key performance indicator/s was selected. In addition, only those delivery mechanisms specifically cited in the strategy as having responsibility for said strategy have been included.

Table 4:1: Review of Regional and Local Strategies

Strategy Document	Theme			Key Performance Indicators	Delivery Mechanisms
	Social	Economic	Environment		
Programme for Government	x	x	x	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Central and Local Government
DRD: Regional Development Strategy		x	x	<ul style="list-style-type: none"> Enhanced connectivity for the region; Jobs created. 	<ul style="list-style-type: none"> Central and Local Government
DETI: Economic Strategy		x	x	<ul style="list-style-type: none"> Jobs created, Increase in export activity; Increase in Foreign Direct Investment; Increased investment in R&Di. 	<ul style="list-style-type: none"> Central and Local Government, Universities/Colleges; and Enterprise Network/SMART Region
DETI Innovation Strategy		x	x	<ul style="list-style-type: none"> Jobs created; Increased investment in R&Di 	<ul style="list-style-type: none"> Central and Local Government, Universities, Colleges and Enterprise Network
DETI: Tourism Strategy		x	x	<ul style="list-style-type: none"> Increase in number of visitors; Increased visitor spend. 	<ul style="list-style-type: none"> Local Government and Fermanagh Lakelands Tourism/ Sperrins Tourism Ltd

Table 4:1: Review of Regional and Local Strategies

Strategy Document	Theme			Key Performance Indicators	Delivery Mechanisms
	Social	Economic	Environment		
DETI Telecommunications Action Plan		x	x	<ul style="list-style-type: none"> Broadband coverage; Jobs created 	<ul style="list-style-type: none"> Central Government and private sector
DETI Sustainable Energy Plan			x	<ul style="list-style-type: none"> % of energy from renewable sources. 	<ul style="list-style-type: none"> Central and Local Government
Invest NI Corporate Plan		x		<ul style="list-style-type: none"> Jobs created, Increase in export activity; Increase in Foreign Direct Investment; Increased investment in R&Di. 	<ul style="list-style-type: none"> Central and Local Government, Universities/Colleges; and Enterprise Network/SMART Region
Department of Agriculture and Rural Development: Rural Development Programme	x	x	x	<ul style="list-style-type: none"> Diversifying the rural economy Jobs created; Maintain bio-diversity 	<ul style="list-style-type: none"> Local Action Group

Table 4:1: Review of Regional and Local Strategies

Strategy Document	Theme			Key Performance Indicators	Delivery Mechanisms
	Social	Economic	Environment		
DARD Agri-food Strategy		x		<ul style="list-style-type: none"> Develop new supply chains/export markets; Jobs created. 	<ul style="list-style-type: none"> Local Action Group; AFBI
NI Biodiversity Strategy			x	<ul style="list-style-type: none"> Maintain biodiversity 	<ul style="list-style-type: none"> Locality/Resilience Groups
NI Sustainable Development Strategy			x	<ul style="list-style-type: none"> Maintain biodiversity & Built environment 	<ul style="list-style-type: none"> Locality/Resilience Groups
NI Invasive Species Strategy			x	<ul style="list-style-type: none"> Maintain biodiversity 	<ul style="list-style-type: none"> Locality/Resilience groups
Libraries NI: Corporate Plan	x			<ul style="list-style-type: none"> Encourage literacy 	<ul style="list-style-type: none"> Central and Local Government
DE: Success through STEM		x		<ul style="list-style-type: none"> Increase numbers studying and working in STEM subject areas 	<ul style="list-style-type: none"> Central and Local Government Skills Advisory Groups (FE/HE/Industry)
DEL: Access to Success		x		<ul style="list-style-type: none"> Reduction in NEETS Increased employment 	<ul style="list-style-type: none"> Skills Advisory Groups (FE/HE/Industry)
DEL: Skills Strategy: Success through Skills		x		<ul style="list-style-type: none"> Reduction in NEETS Increased employment 	<ul style="list-style-type: none"> Skills Advisory Groups (FE/HE/Industry)

Table 4:1: Review of Regional and Local Strategies

Strategy Document	Theme			Key Performance Indicators	Delivery Mechanisms
	Social	Economic	Environment		
DSD: Urban Regeneration and Community Development Framework	x	x		<ul style="list-style-type: none"> Decrease in deprivation Enhanced lifetime opportunities 	<ul style="list-style-type: none"> Neighbourhood Renewal Groups
DSD: Approach to Community Planning	x			<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Central and Local Government
DHSSPS: Transforming Your Care	x			<ul style="list-style-type: none"> Increase in independent living 	<ul style="list-style-type: none"> Neighbourhood Renewal Groups
DHSSPS: Community Development Strategy for Health and Well-being	x			<ul style="list-style-type: none"> Increase in independent living 	<ul style="list-style-type: none"> Central and Local Government
PSNI: Policing Plan	x			<ul style="list-style-type: none"> Lowering reported crime Diminishing the fear of crime 	<ul style="list-style-type: none"> Police and Community Safety Partnership
NI Fire and Rescue: Road Safety Strategy	x			<ul style="list-style-type: none"> Decrease in number of road deaths 	<ul style="list-style-type: none"> Police and Community Safety Partnership
NIHE: Housing Strategy			x	<ul style="list-style-type: none"> Decrease in number of void properties 	<ul style="list-style-type: none"> Neighbourhood Renewal Groups
ICBAN: Spatial Strategy			x	<ul style="list-style-type: none"> Enhanced 	<ul style="list-style-type: none"> Central and Local Government;

Table 4:1: Review of Regional and Local Strategies

Strategy Document	Theme			Key Performance Indicators	Delivery Mechanisms
	Social	Economic	Environment		
				connectivity/collaboration for the region	<ul style="list-style-type: none"> Universities/Colleges; ICBAN (Cross Border Collaboration)
F&O: Corporate Plan	x	x	x	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Central and Local Government
F&O: Angling Strategy		x	x	<ul style="list-style-type: none"> Enhanced visitor spend Ensure the maintenance of fish stocks 	<ul style="list-style-type: none"> Local Action Group
F&O: Local Biodiversity Action Plan			x	<ul style="list-style-type: none"> Maintain biodiversity 	<ul style="list-style-type: none"> Locality/Resilience Groups
F&O: Good Relations Strategy	x	x	x	<ul style="list-style-type: none"> Address issues of segregation 	<ul style="list-style-type: none"> Police and Community Safety Partnership
Omagh and Enniskillen separate Master Plans		x	x	<ul style="list-style-type: none"> Enhanced number of visitors Increased vitality of the town 	<ul style="list-style-type: none"> Central and Local Government Neighbourhood Renewal Areas
Fermanagh Lakelands Tourism Plan and Tyrone & Sperrins Tourism Destination Report		x		<ul style="list-style-type: none"> Enhanced number of visitors Increased vitality of the 	<ul style="list-style-type: none"> Central and Local Government Lakelands Tourism and Sperrins Tourism

Table 4:1: Review of Regional and Local Strategies

Strategy Document	Theme			Key Performance Indicators	Delivery Mechanisms
	Social	Economic	Environment		
				town	
SWaMP Report on Waste Management			x	<ul style="list-style-type: none"> • % of waste that is recycled • % of waste that is landfilled 	<ul style="list-style-type: none"> • Central and Local Government • SWaMP and private sector
Tackling Poverty in Enniskillen and Omagh	x	x	x	<ul style="list-style-type: none"> • Decrease in number of void properties • Decrease in deprivation • Enhanced lifetime opportunities 	<ul style="list-style-type: none"> • Central and Local Government • Neighbourhood Renewal Areas
F&O Emergency Planning Review	x			<ul style="list-style-type: none"> • Increased Collaboration • Decrease in avoidable deaths 	<ul style="list-style-type: none"> • Community Resilience groups (including: Rivers Agency, Transport NI, NI Water Service, PSNI, British Red Cross, Met Office, NIE and Local Government Emergency Planning Co-ordinator)
F&O Environmental Planning Review	x		x	<ul style="list-style-type: none"> • Increased Collaboration • Decrease in avoidable 	<ul style="list-style-type: none"> • Policing Community Safety Partnership • Anti Social Behaviour Forum

Table 4:1: Review of Regional and Local Strategies

Strategy Document	Theme			Key Performance Indicators	Delivery Mechanisms
	Social	Economic	Environment		
				deaths	

The following points are noted:

- Most of the strategies listed above impact across at least two of the three Community Planning themes;
- All of the local strategies contribute towards the delivery of higher order strategies and a number of common performance indicators.

We conclude that there are no gaps in terms of emerging policy and that there are a number of key performance indicators for each of the three Themes (Social, Economic and Environmental)

4.4 Review of Delivery Mechanisms

RSM McClure Watters undertook a review of all key delivery mechanisms (i.e. those third party bodies which have worked in partnership with a number of Statutory Bodies to deliver specific interventions/services within the Fermanagh/Omagh area) identified in the strategic review.

Table 4.2 maps for each of the Council's relevant strategic actions¹⁰, all existing delivery mechanisms and any gaps/duplication in provision. It also includes those strategic actions which involve direct delivery by the Council and partners rather than lobbying/policy development.

¹⁰ A complete list of Strategic Actions is contained in Appendix A.

Table 4:2: Review of Delivery Mechanisms by Council Strategic Action

Strategic Action	Delivery Mechanism	Commentary
1.3: Develop, deliver and promote initiatives and programmes which aim to proactively improve health, safety and well-being.	<ul style="list-style-type: none"> • Older People Networks; • Children and Young People Partnerships; and • Police and Community Safety Partnerships. • 	<ul style="list-style-type: none"> • In terms of delivery mechanisms for health and well-being, reliance can be placed on the two existing sectoral groups (for young people and older people); and • The existing Police and Community Safety Partnership addresses both policy and delivery across the Council area in terms of safety.
1.4: Develop and implement an Economic Development Strategy for the new Council area.	<ul style="list-style-type: none"> • SMART Region¹¹; and • Skills Advisory Group. 	<ul style="list-style-type: none"> • Smart Region provides a policy platform for the wider economic development agenda in the Council area; and • Skills Advisory Group (may need to be reconstituted) provides a policy and delivery platform for skills and employability issues.
1.5: Develop and implement a high quality arts, culture and heritage programme and Museums Strategy	<ul style="list-style-type: none"> • No local provision. 	<ul style="list-style-type: none"> • There is a gap in provision, as neither National Museums NI nor the Arts Council will be involved in Community Planning and there is no obvious delivery partner.
1.6: Develop the Sports, Leisure and Recreation Infrastructure of the district.	<ul style="list-style-type: none"> • No local provision. 	<ul style="list-style-type: none"> • Department of Culture, Arts and Learning (DCAL) and Sports NI will continue to work with the Council and local sporting groups to support the development of the sector.
1.7: Develop the Community Support Infrastructure of the district.	<ul style="list-style-type: none"> • Police and Community Safety Partnership (PCSP); 	<ul style="list-style-type: none"> • PCSP provide a policy platform for the Council area, but there are potential gaps in direct delivery for community support including:

¹¹ Includes all key economic development partners such as Invest NI, South West College, Enterprise Network, Business Organisations and Council.

Strategic Action	Delivery Mechanism	Commentary
	<ul style="list-style-type: none"> • Locality/Community Resilience Groups; and • Neighbourhood Renewal Groups. 	<ul style="list-style-type: none"> ○ Locality/Community Resilience Groups are ad hoc groups usually operating in rural areas to address a specific need; and ○ Uncertainty over the continued funding of urban based neighbourhood renewal groups.
2.3: Delivery of suite of Town Centre Action Plans and Village Plans.	<ul style="list-style-type: none"> • Town Centre Fora/Chambers of Commerce. 	<ul style="list-style-type: none"> • Town Centre Fora/Chamber of Commerce may be utilised to provide local traders' perspective and possible delivery mechanism for town centre renewal.
2.4: Deliver an effective waste management service across the district.	<ul style="list-style-type: none"> • Southern Waste Management Partnership (SWaMP); and • Locality/Community Resilience Groups. 	<ul style="list-style-type: none"> • SWaMP will provide policy platform and opportunity for cross council collaboration on strategic projects; and • Locality Groups can be utilised to address specific local issues.
2.5: Protect and Enhance our natural environment	<ul style="list-style-type: none"> • Locality/Community Resilience Groups 	<ul style="list-style-type: none"> • Locality Groups can be utilised to address specific local issues.
2.6: Develop and deliver a Tourism Strategy and Action Plan	<ul style="list-style-type: none"> • Fermanagh Lakelands Tourism/Taste of Tyrone 	<ul style="list-style-type: none"> • Both groups have responsibility for tourism, however there may be a need for redefinition due to changes in Council jurisdiction.
3.9: Develop and participate in joint initiatives with other partners on a cross sector basis or on a regional/sub-regional cross-border/transnational basis	<ul style="list-style-type: none"> • ICBAN 	<ul style="list-style-type: none"> • The former Omagh and Fermanagh Councils were members of ICBAN.

Key issues arising:

- 8 out of 10 strategic actions have access to an existing delivery mechanism. Gaps relate to Strategic Action 1.5: Develop and implement a high quality arts, culture and heritage programme and Museums Strategy and Strategic Action 1.6: Develop the Sports, Leisure and Recreation Infrastructure of the district;
- There is a need to reconstitute both of the Tourism delivery bodies (Fermanagh Lakelands Tourism/ Sperrins Tourism Limited) due to jurisdictional changes and also the Skills Advisory Group (as it may no longer be operational); and
- There is also a potential gap in relation to community support, as there is a question over the continuing role of locality/community resilience groups¹² and of neighbourhood renewal groups.

4.5 Review of Funding Sources

Table 4.3 maps for each of the Council's relevant strategic actions (which require external financial support), potential funding sources before assessing their continued fitness of purpose (Detailed analysis of each fund is contained in Appendix A):

¹²Locality groups operate in conjunction with DARD and DRD in respect of service delivery in a number of rural communities throughout the region.

Table 4.3: Review of Delivery Mechanisms

Strategic Action	Funding Sources	Assessment of Fitness of Purpose
1.3: Develop, deliver and promote initiatives and programmes which aim to proactively improve health, safety and well-being.	<ul style="list-style-type: none"> • PEACE IV; and • INTERREG VA. 	<ul style="list-style-type: none"> • PEACE IV could be utilised for development of strong local partnerships aimed at addressing local problems and wider civil society development programmes; and • INTERREG VA to be utilised for cross border community health research/initiatives.
1.4: Develop and implement an Economic Development Strategy for the new Council area.	<ul style="list-style-type: none"> • Regional Growth Fund; • Jobs and Growth (ERDF & ESF); • Atlantic Arc/Northern Periphery/ North Sea; and • European Fund for Strategic Investment¹³ (EFSI). 	<ul style="list-style-type: none"> • Regional Growth Fund (transferred from Invest NI to Council) will be primarily aimed at business start up and growth; • Territorial funds (ERDF & ESF) can be utilised for business start-up, growth, innovation and export support and employability training; and • Capital funding to be supported under emerging financial instruments (EFSI) and NI Executive's Financial Transaction Fund (potential Infrastructure Fund). There will be a need for standalone delivery bodies to access this support.
1.5: Develop and implement a high quality arts, culture and heritage programme and Museums Strategy	<ul style="list-style-type: none"> • Solely Central Government Support. 	<ul style="list-style-type: none"> • Diminishing funding due to impact of austerity.
1.6: Develop the Sports, Leisure and Recreation Infrastructure of the district	<ul style="list-style-type: none"> • Solely Central Government Support. 	<ul style="list-style-type: none"> • Diminishing funding due to impact of austerity.

¹³ Still subject to negotiation between Member States and European Commission.

Strategic Action	Funding Sources	Assessment of Fitness of Purpose
1.7: Develop the Community Support Infrastructure of the district	<ul style="list-style-type: none"> PEACE IV. 	<ul style="list-style-type: none"> PEACE IV to be utilised for development of strong local partnerships aimed at addressing local problems and wider civil society development programmes
2.3: Delivery of suite of Town Centre Action Plans and Village Plans	<ul style="list-style-type: none"> Transfer of urban regeneration funding; Rural Development Programme (RDP) European Fund for Strategic Investment (EFSI). 	<ul style="list-style-type: none"> Uncertainty over timing and quantum of support to be transferred from DSD; Uncertainty over the type of funding to be sourced from RDP; and Capital funding to be supported under emerging financial instruments (EFSI) and NI Executive's Financial Transaction Fund (potential Infrastructure Fund). There will be a need for standalone delivery bodies to access this support.
2.4: Deliver an effective waste management service across the district	<ul style="list-style-type: none"> Green Investment Bank: Green Loan (Energy Efficiency) Fund & Community Scale Renewables; and DETI: Biomass Processing Change 	<ul style="list-style-type: none"> Direct support for retrofitting Council premises; and Direct support for biomass and anaerobic digesters.
2.5: Protect and Enhance our natural environment	<ul style="list-style-type: none"> Solely Central Government Support. 	<ul style="list-style-type: none"> Diminishing funding due to impact of austerity.
2.6: Develop and deliver a Tourism Strategy and Action Plan	<ul style="list-style-type: none"> Jobs and Growth (ERDF & ESF) 	<ul style="list-style-type: none"> Territorial funds (ERDF & ESF) can be utilised for business start-up, growth, innovation and employability training specifically for the Tourism Sector

Key issues arising:

- 3 of the 9 strategic actions¹⁴ will need to rely for funding solely from Central Government support;
- Revenue programmes will continue to be supported by locally delivered European funding programmes; and
- Capital support will in large part not be supported by grant assistance; rather there is a move towards the use of financial instruments, many of which may necessitate the development of standalone delivery bodies.

4.6 Smart Region Programme

The SMART Region Programme, is a two year pilot supported under the European Structural Funds Programme, 'Investing in Jobs and Growth'. The Pilot Phase is an initial data collation exercise which has collected information against the following headings:

- Economy;
- Demographic Profile;
- Housing
- Environment;
- Energy; and
- Waste.

On reviewing the initial data collected to date, there is an obvious gap in relation to health statistics.

4.7 Conclusion

The desk based review of strategies noted the following:

- There are currently no gaps in terms of policy and all local policies compliment regional and national strategies;
- There are existing/potential issues in relation to the delivery of:
 - The Council's Strategic Actions: 1.5: Arts, Culture and Heritage and 1.6: Sports, Leisure and Recreation: There are presently no local delivery mechanisms in place for either action;
 - Tourism Development: There is a need to reconstitute both of the Tourism delivery bodies (Fermanagh Lakelands Tourism/Sperrins Tourism Limited) due to jurisdictional changes;
 - Skills Development: There is a need to reinstate the Skills Advisory Group; and
 - Community Support: There is also a potential gap in relation to community support, as there is a question over the continuing role of locality/community resilience groups and of neighbourhood renewal groups.
- In terms of external funding, Council will still need to rely solely on Central Government support to enable the delivery of 3 of the 9 Strategic Actions. For the other 6 actions: revenue support will still be available from a variety of European funding programmes, whilst capital

¹⁴ Refer to Table 4.3 for complete list of strategic actions, delivery mechanisms and assessment of fitness of purpose

support will in large part no longer be supported by grant assistance, but potentially funded by financial instruments¹⁵; and

- On reviewing the initial data collected to date, there is an obvious gap in relation to health statistics.

¹⁵ Public sector loan facilities.

5 EXTERNAL CONSULTATION

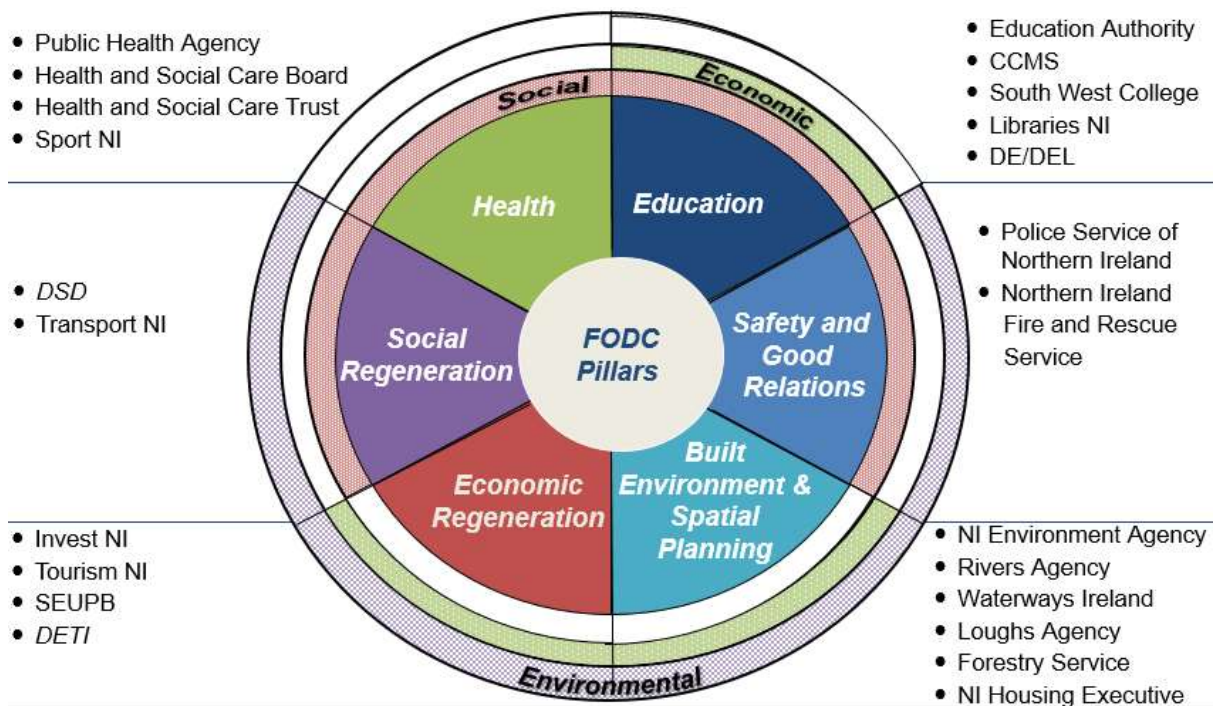
5.1 Introduction

The aim of this section is to test the assumptions derived from the desk based review of strategy in Section 4, identify any issues which are specific to the Fermanagh and Omagh Council area, or which have not been previously identified.

5.2 Stakeholder Mapping

Since April 2015 the Council has had an undefined coordinating role against the six Community Planning Pillars (Health, Education, Safety and Good Relations, Built Environment, Economic Regeneration and Social Regeneration), i.e. liaising with Central Government and key agencies and leading where necessary in key delivery functions. Figure 5.1 maps each of the stakeholders consulted¹⁶ against the 3 key themes for Community Planning and the Council's own six pillars to assess their views as to their respective roles (and those of Council) in community planning:

Figure 5.1: Stakeholder Mapping



It must be noted that the Stakeholder Consultation was focused on Departments and Agencies and did not include the local voluntary and community sector, who are subject to a separate consultation exercise. The potential role of the Council in the delivery of Community Planning was discussed during the Stakeholder Consultation exercise.

¹⁶ 15 stakeholders were consulted.

5.2.1 Stakeholder Consultation

The following section summarises the responses for each of the questions:

- **What are the emerging challenges and opportunities which your organisation will be facing over the short (1-2 years), medium (3-5 years) and long term (5+ years)?**
 - All respondents reported the twin challenges of the impact of austerity on budgets and the uncertainty arising from the reform of Central Government, both of which would probably delay the implementation of any new interventions over the short run;
 - Although there was a general awareness of Community Planning and their respective organisations' role in its delivery, only four of the respondents had in place a potential contact point for Community Planning with any of the Councils;
 - Central Government Departments and Agencies were waiting for a Memorandum of Understanding to be developed by the Department of Environment (DoE) in relation to reporting structures for Community Planning with respective Councils; and
 - All respondents stated that the emerging funding scenario was characterised as a move away from grant funding (particularly for capital developments) and towards a portfolio of programme support including enhanced leveraging in of private sector investment.
- **What are the emerging challenges and opportunities facing the wider community in the Fermanagh and Omagh Council area over the short, medium and long terms?**

Economic

The following was noted in relation to the economic theme:

- In common with the economic development strategies at both the European and National levels, there was recognition in the Economic Strategy of the importance of enhancing productivity, innovation and exporting within the NI economy through the utilisation of a smart specialization approach i.e. focusing on key clusters/sectors in which the region has a unique strength.
- It was noted that the Fermanagh and Omagh Council area has a number of regional strengths including, agri-food, manufacturing and construction which can be further enhanced through the drivers of innovation, R&D and export support. Like other Western Councils, the area has a high business start-up rate and historically most growth was attributable to indigenous investment. The region has not benefited from significant inward investment and does not have a sufficient pool of development land.
- Of particular importance to the new Fermanagh and Omagh Council area is tourism and although the main aim of the Tourism Strategy is to double the income NI earns from tourism by 2020, this is to be achieved through investment in experiential tourism rather than significant capital investment in tourist facilities. It was noted that by extending the average stay of an overseas visitor to the region by simply one day would ensure achievement of Fermanagh and Omagh's contribution to the 2020 target.
- DEL's Strategy 'Success through Skills' aims to increase the number of students in higher and further education coming out with Level 6-8 qualifications in economically relevant STEM subjects. DE's strategy, Access to Success goes further and specifically aims to ensure that talented individuals from traditionally under-represented groups such

as students from low participation/high deprivation neighbourhoods, young Protestant males and adult learners can have access to Higher Education in economically relevant subjects.

- Although school leaver qualifications in the Fermanagh and Omagh Council area are above the NI average, workforce skills levels are lower than the NI average due to the composition of the local economy (reliance on indigenous SMEs in low growth/low technology sectors). This has brought about a situation where the best qualified opt to leave the region to seek more appropriate jobs.

Social

The following was noted in relation to the social theme:

- Respondents noted that there should be a specific focus on the following issues (in line with the Cohesion, Sharing and Integration policy):
- Public spaces and town centres should be safe, shared and welcoming to the whole community;
- Unnecessary duplication of services should be targeted through the enhanced delivery of shared services;
- Need for a focus on education and promoting greater understanding of shared values;
- Need to intervene early to reduce the risk of individuals, especially young people from coming into contact with the justice system; and
- Need to continue to reduce levels of anti-social behaviour in local communities through targeted programmes delivered regionally and locally.
- In line with the Public Health Agency's Strategy, respondents noted that social gradient is the biggest determinant of lifetime opportunities and that there is a clear link between poverty and poor health. The priority therefore should be to focus on promoting the lifetime opportunities of the most vulnerable in society. The respondent from the PHA stated that in common with the rest of NI coronary and cancer conditions are the most frequently occurring causes of avoidable death. However, the statistics also indicate a higher than average frequency of births to teenagers and smoking during pregnancy. The Fit and Well Changing Lives strategy seeks to empower individuals to continue to live independently for longer and take control of their own health decisions. This drive to a patient focused approach is further promoted through the Transforming Your Care Strategy which seeks to engage with the wider community and voluntary sector including:
 - More community based step up/step down and respite care to be provided by the community and voluntary sector;
 - A shift between the balance of spend between hospitals and their respective community, with reinvestment in any hospital savings going into community services; and
 - Greater involvement of the community and voluntary sector mental health organisations in the planning on Integrated Care Partners.
- Respondents noted the recent investment in the South West Acute Hospital and that this brought two issues:
- Need to address connectivity issues across the wide (including cross Border) catchment area for the hospital; and

- Need to develop working relationships between the Hospital and the Regional College to continue to develop the online diagnostics approach and other medical technology spin-outs.

Environment and Spatial Planning

The following was noted in relation to the environmental theme:

- Enniskillen and Omagh are recognised as main hubs (with a specified range of services) in the Regional Development Strategy. In addition, Enniskillen is identified as a gateway due to its location close to the Border. The Regional Development Strategy also highlights the importance of both East and West and North and South linkages through an enhanced road network (A4, A5 and A32). The following Planning Policy Statements are pertinent to the Fermanagh and Omagh Council area including:
 - PPS5 sets out the Town Centre First Principle for retailing and the need to maintain the integrity of the principal town centres of Enniskillen and Omagh;
 - PPS 6 provides guidelines in relation to Areas of Townscape or Village Character, for demolition of buildings, new development and has informed recent public realm and village renewal activities;
 - PPS 12 assists in the implementation of the RDS to guide the future pattern of housing by managing future housing growth and distribution, support urban renaissance and achieve balanced communities. It has predicted the need for an additional, 5,000 houses for the new Council area.
 - The sustainable development strategy stresses the importance of creating more environmentally and economically sustainable locations to live and work in, specifically rethinking the use of town centres and brownfield sites. The strategy also identifies the role of the green economy in stimulating jobs, developing skills and the core need to sustain the voluntary and community sector through the development of social enterprises.

Wider Issues:

- Respondents felt that their strategies in general captured the needs of Fermanagh and Omagh. They perceived no gaps in general policy, but felt that the highly rural and scenic nature of the area brings with it specific opportunities for tourism and also the need to address rural isolation/access to services;
- Respondents also noted that the area continues to suffer a loss of population, mainly amongst the young and highly educated and although useful for the core NI economy, creates a degree of unsustainability in the Fermanagh and Omagh Council area. This situation could be further exacerbated in the future due to the implications of a higher dependency rate (rapid aging of the area);
- Respondents noted that there was a general need to rural proof all community plans, although this was not such an issue for Fermanagh and Omagh given the size and relative strength of the rural sector. It was felt that unlike other urban areas that there was no need for a formal cross cutting theme for rural issues; and

-
- Community capacity was viewed as relatively strong in Fermanagh and Omagh, however there were challenges with working across new geographies.
 - **What data (and other research) do you presently collect which may be of relevance to the emerging Community Planning agenda?**
 - The Public Health Agency was the only organisation which had access to information which was not presently being utilised by the Smart Region Programme.
 - Key metrics included avoidable death rates, incidence of specific medical condition by target groups (Section 75 and also those with multiple medical conditions).
 - **What level of engagement (including partnerships/delivery mechanisms) have you had with the Council (formerly Fermanagh and Omagh) over the last five years? Was it fit for purpose? (i.e were there any gaps/duplication in provision/membership)**
 - All of the respondents have previously engaged with the Council either as a Project Partner or Strategic Consultee. Respondents noted that they felt that interactions with the Council worked best when the following was evidenced:
 - Opportunity for cross disciplinary working;
 - Opportunity to engage with local people on the ground to inform policy/local delivery; and
 - Degree of permanence in local delivery functions.
 - Respondents had worked with the following organisations:
 - Fermanagh Lakelands Tourism/ Sperrins Tourism Ltd;
 - Smart Region Group;
 - Department for Agriculture and Rural Development (DARD) Local Action Group;
 - Locality/Community Resilience Groups (utilised by DARD and Department for Regional Development);
 - Neighbourhood Renewal Groups;
 - Extended Schools Partnerships;
 - Skills Advisory Groups;
 - Older People Networks;
 - Children and Young People Partnerships; and
 - Police and Community Safety Partnerships.
 - Each of these organisations was viewed as meeting the three criteria highlighted above, but would need to be augmented to reflect the wider geographical remit of the Council and also to reflect the need for continued local engagement.
 - **What should be the key priorities for Community Planning in the district over the short, medium and long terms?**
 - Respondents noted that the following should inform any discussion regarding emerging priorities for the area:
 - In line with the Programme for Government and the Council's own Corporate Plan, **supporting the Business Environment/developing the local economy** must be the top priority;
 - Given the unique biodiversity of the region and its attractiveness to the tourism sector, a second core priority must be about enhancing/promoting the **attractiveness** of the
-

- region, at the same time as addressing its relative peripherality through enhanced physical/digital **connectivity**;
- In order to address the skills deficit within the workforce and encourage lifetime opportunities **lifelong learning** was viewed as being a core priority;
 - With a growing elderly population and a 'rump' of young people suffering from social isolation, there was a need to address loneliness and intergenerational worklessness both of which negatively impact on healthy living and lifetime opportunities. Respondents noted that in general the area is 'blessed' with relatively good health statistics, but that there is a need for focused interventions on the aforementioned groups. **Healthy living** interventions must be wider than just health, but also involve sports and the arts;
 - Respondents noted that although recorded sectarian and racial crime statistics are low within the Council area, established settlement patterns bring with them a degree of segregation. This situation is further compounded by the enlarged geographical coverage of the new Council. There is a need to address the issue of segregation by **creating strong and shared communities**;
 - Two respondents stated that a core element of Community Planning is engaging with the 'community'. To be successful any community plan must have discernible mechanisms to access and influence policy making, but also to measure the changing perceptions by the public of their ability to influence as well as their satisfaction levels with local delivery. The respondents stated that there was a need for **empowered community partnership working**.
- **How should these key priorities be delivered? Is there a need for new delivery mechanisms?**
 - There was recognition by all respondents of the importance of the following issues:
 - Need to use where possible established local partners;
 - The level of engagement by certain partners is reflective of the particular needs in a Council area (variable geometry);
 - Where possible, Councils should consider clustering to address common strategic problems/attract funding;
 - Council itself should have a variable role, but is principally there to provide the local perspective;
 - Need to have a flexible (thematic) delivery structure, which allows for local and regional buy-in;
 - Need to have a clear focus on outcomes, which must reflect input of all active partners and the outcomes must be dynamic; and
 - Need to have a senior responsible officer/lead partner for each theme.
 - **The new plan is to be outcome focused. How should we measure impact? What should be measured and who should be responsible for reporting? Is there a need for new common performance indicators?**
 - Respondents stated that, where possible, existing performance indicators should be used to measure outputs, outcome and impact. They noted that most if not all strategies had key performance indicators in place and that the role of Community Planning within the Council area is to assess the question of attribution to existing targets and begin the

process of negotiating the role and responsibility towards setting and achieving new targets.

6 CONCLUSIONS

In line with the terms of reference, this section summarises our desk research and subsequent stakeholder consultation in order to confirm RSM McClure Watters' conclusions in relation to each of the following issues:

- Review of Strategy;
- Identification of any areas of duplication/gaps in provision;
- Mapping of key delivery mechanisms and partnership arrangements; and
- Identification of Emerging Priorities.

6.1 Review of Strategy

Working with the Council and key stakeholders, RSM McClure Watters identified 32 strategies which had the potential to inform the development of a community plan in Fermanagh and Omagh. At the time of writing, most policy continues to take a Northern Ireland perspective and little, if any, account was made of the new delivery powers of Councils and the pivotal role Councils will have in the Community Planning process. However, there is a clear role for the Council in facilitating the delivery of regional strategies and using its local knowledge to focus interventions where they will have maximum impact and (where possible) use existing delivery mechanisms. The strategic review and stakeholder consultation exercise identifies the following priorities for the Fermanagh and Omagh area:

Economic:

- Existing regional strengths in agri-food, manufacturing and construction sectors;
- The need to diversify the local economy;
- An over-reliance on industries with a low level of productivity (measured by gross value add (GVA) per head);
- The need for investment in innovation/new cluster development;
- The loss of the young and well educated from the region;
- Emerging skills gaps in traditional industries;
- An increased focus on experiential tourism;
- An opportunity to develop a breadth of experience in tourism and also extend the shadow season; and
- An opportunity to draw on lifestyle entrepreneurs, particularly within the tourism sector.

Environment:

- Omagh and Enniskillen as hubs/gateways for NI;
- Issues of connectivity : Digital not spots and Transport: A4, A5 and A32;
- Hidden deprivation: statistics under-report need in rural areas;
- The importance of maintaining vibrancy of smaller communities;
- The continued importance of flood protection and mitigation;
- Moving away from landfill; and
- Striking a balance between the responsible use and protection of natural resources in support of better quality of life and a better environment.

Social:

- Highest proportion of low income households in Northern Ireland;
- High proportion of teenage mothers and mothers smoking in pregnancy;
- High proportion of elderly and increasingly, elderly caring for the elderly;
- 2,704 avoidable (cancer/coronary) deaths in Fermanagh/Omagh;
- The education system in Fermanagh and Omagh produces top quality young people¹⁷ (64% of school leavers with at least 2 A Levels; 52% go to higher education. These figures are the highest of any Local Government District), yet the skills level of the resident (working) population are below average (24% of the working age population have no formal qualifications; 24% have NVQ Level 4+ qualifications);
- The population in Fermanagh and Omagh is getting more diverse¹⁸ (4.5% of the population were born outside the UK and Ireland compared to an NI average of 1.8%; 3,200 peoples' first language isn't English);
- The majority of respondents¹⁹ are definitely proud to live in their local area (70%) and enjoy living in the area. Most believe it is a close knit area and have a good sense of belonging with only a small percentage (14%) not having a sense of belonging to their Council areas; and
- Half of all respondents do not think they are given opportunities to participate in decisions that affect their local area nor do they think they have an influence over decisions that are made within Council about their local area.

6.1.1 Identification of any areas of duplication/gaps in provision

All local strategies contribute towards the delivery of regional/national strategies and a number of common performance indicators. All policy issues were considered to have been addressed. The only gap/uncertainty in policy terms, is the fundamental one, that Central Government must confirm through the proposed Memorandum of Understanding the roles and reporting responsibilities of Departments and Agencies with regard to Community Planning in Fermanagh and Omagh.

6.1.2 Mapping of key delivery mechanisms and partnership arrangements

RSM McClure Watters undertook a review of all key delivery mechanisms (i.e. those third party bodies which have worked in partnership with a number of Statutory Bodies to deliver specific interventions/services within the Fermanagh/Omagh area) identified in the strategic review and subsequent stakeholder consultation exercise.

There are a number of existing local delivery mechanisms which can be utilised to deliver both regional and local priorities, including:

- Fermanagh Lakelands Tourism/Sperrins Tourism Ltd;
- The Smart Region Group;
- Local Action Groups;
- Locality/Community Resilience Groups;

¹⁷ Department of Education 2013, Analysis of Education Statistics

¹⁸ NI Census 2011

¹⁹ Survey undertaken by Blu Zebra on behalf of Fermanagh and Omagh District Council to inform the 2015 Good Relations Strategy. Total number of respondents for the Survey:334 responses

- Neighbourhood Renewal Groups;
- Extended Schools Partnerships;
- Skills Advisory Groups;
- Older People Networks;
- Children and Young People Partnerships;
- Police and Community Safety Partnerships; and
- Irish Central Border Area Network (ICBAN).

However, the following points are noted:

- There are existing/potential issues in relation to the delivery of:
 - The Council's Strategic Actions: 1.5: Arts, Culture and Heritage and 1.6: Sports, Leisure and Recreation: There are presently no local delivery mechanisms in place for either action;
 - Tourism Development: There is a need to reconstitute both of the Tourism delivery bodies (Fermanagh Lakelands Tourism/Sperrins Tourism Ltd) due to jurisdictional changes;
 - Skills Development: There is a need to reinstate the Skills Advisory Group; and
 - Community Support: There is also a potential gap in relation to community support, as there is a question over the continuing role of locality/community resilience groups and of neighbourhood renewal groups.
- In terms of external funding, Council will still need to rely solely on Central Government support to enable the delivery of 3 of the 9 Strategic Actions²⁰. For the other 6 actions: revenue support will still be available from a variety of European funding programmes, whilst capital support will in large part no longer be supported by grant assistance, but potentially funded by financial instruments²¹; and
- On reviewing the initial data collected to date, there is an obvious gap in relation to health statistics. A review of available Public Health Agency data noted that the Smart Region Project could be augmented with the following information: avoidable death rates, incidence of specific medical condition by target groups (Section 75 and also those with multiple medical conditions).

6.1.3 Identification of Emerging Priorities

The Stakeholder Consultation exercise identified a number of emerging priorities and confirmed that the most appropriate way for these to be delivered was through a number of Thematic Steering Groups (for local policy direction) and sub groups responsible for on the ground delivery. Such an approach would ensure a two-way approach to strategy development and enhance efficiency through localised delivery.

Table 6.1 identifies emerging priorities and potential delivery mechanisms for discussion with DoE regarding the implementation of Community Planning:

²⁰ See Table 4.2 for complete list of strategic actions, delivery mechanisms and assessment of fitness of purpose.

²¹ Public sector loan facilities.

Table 6:1: Emerging Priorities and Possible Delivery Mechanisms

Priority/Cross Cutting Theme	Description	Possible Delivery Mechanisms	Key Delivery Partners
Supportive environment for business	<p>This Priority may support the following activities:</p> <ul style="list-style-type: none"> • Promotion of economic development; • Attraction and retention of foreign direct investment; • Support for the retention of 'younger skilled' residents; and • Promotion of the tourism offering of the region. 	<p>Business Environment Thematic Group and following sub groups:</p> <ul style="list-style-type: none"> • Tourism Action Group (augmenting Fermanagh Lakelands Tourism and Taste of Tyrone); and • Smart Region Group (for strategic projects). 	<p>The following partners should be consulted:</p> <ul style="list-style-type: none"> • Department of Agriculture, and Rural Development; • Department of Culture Arts and Leisure; • Department of the Environment; • Department of Social Development; • FODC; • Invest NI; • Northern Ireland Environment Agency; • National Trust; • South West College; • Tourism NI; and • Waterways Ireland.

Priority/Cross Cutting Theme	Description	Possible Delivery Mechanisms	Key Delivery Partners
Attractive and Connected Location	<p>This Priority may support the following activities:</p> <ul style="list-style-type: none"> • Support for enhanced road accessibility; • Support for enhanced digital connectivity; and • Support for environmental enhancements. 	<p>Attractive and Connected Location Thematic Group and following sub group:</p> <ul style="list-style-type: none"> • Existing Locality groups/Community Resilience Groups. 	<p>The following partners should be consulted:</p> <ul style="list-style-type: none"> • Department of Agriculture, and Rural Development; • Department of Culture Arts and Leisure; • Department of Enterprise, Trade and Investment; • Department of the Environment; • Department of Regional Development; • Department of Social Development; • FODC; • Northern Ireland Environment Agency; and • Waterways Ireland.
Encouraging Lifelong Learning	<p>This Priority may support the following activities:</p> <ul style="list-style-type: none"> • Identifying sectoral skills gaps and signposting employment opportunities. 	<p>Lifetime Learning Thematic Group and following sub group:</p> <ul style="list-style-type: none"> • Skills Advisory Group (Existing College Based Group) 	<p>The following partners should be consulted:</p> <ul style="list-style-type: none"> • Department of Agriculture, and Rural Development; • Department of Enterprise, Trade

Priority/Cross Cutting Theme	Description	Possible Delivery Mechanisms	Key Delivery Partners
	<ul style="list-style-type: none"> • Delivery of training and support for those not currently employed; and • Delivery of training and support for those in employment. 		and Investment; <ul style="list-style-type: none"> • FODC; • Invest NI; and • South West College.
Empowering Living Healthy Living	This Priority may support the following activities: <ul style="list-style-type: none"> • Support to address loneliness and ill health amongst the elderly; and • Support lifetime opportunities amongst young people and their carers. 	Healthy Living Thematic Group and following sub groups: <ul style="list-style-type: none"> • Elderly (Existing Older People Networks); and • Young People (Existing Children and Young People Partnership). 	The following partners should be consulted: <ul style="list-style-type: none"> • Department of Agriculture, and Rural Development; • Department of Social Development • FODC; • Public Health Agency; and • South West College.
Creating Strong and Shared Communities	This Priority may support the following activities: <ul style="list-style-type: none"> • Support to address issues concerning community safety; and • Support to address issues concerning Good Relations among and between 	Utilise existing Police and Community Safety Partnership	The following partners should be consulted: <ul style="list-style-type: none"> • Department of Agriculture, and Rural Development; • Department of Social Development

Priority/Cross Cutting Theme	Description	Possible Delivery Mechanisms	Key Delivery Partners
	communities.		<ul style="list-style-type: none"> • FODC; • Public Health Agency; and • South West College.
Empowered Community/Enhanced Partnership Working	<p>This is a cross cutting theme designed to assist the delivery of the other themes by:</p> <ul style="list-style-type: none"> • Promoting interagency partnership working and community involvement; and • Measuring the 'degree of buy in' for Community Planning by Partner bodies and the wider community. 	<p>Development of a cross cutting theme to report on:</p> <ul style="list-style-type: none"> • Partnership working (Measured against Partnership Continuum²²); and • Community Engagement (Measured by Attitudinal surveys and feedback). 	This should be monitored by the FODC.

²² Partnership Continuum includes the following stages: No partnership, Collaborative working, Commitment to partnership, Representative Partnership, Track Record on Delivery and Business Led Partnership.

APPENDIX A: STRATEGIC REVIEW

Title	Description
<p>NI Executive's Programme for Government (PfG) (2011-2015)</p>	<p>The PfG identifies the macro strategic priorities against which public spending are allocated in NI. The Government's overarching aim is to build a peaceful, fair and prosperous society in Northern Ireland, with respect for the rule of law and where everyone can enjoy a better quality of life now and in years to come. To ensure that Government is clearly focused on achieving that aim, the Executive has set out in the PfG with five key strategic and interdependent priorities as follows:</p> <ul style="list-style-type: none"> • Priority 1 - Growing a Sustainable Economy and Investing in the Future; • Priority 2 - Creating Opportunities, Tackling Disadvantage and Improving Health and Well-Being; • Priority 3 - Protecting Our People, the Environment and Creating Safer Communities; • Priority 4 - Building a Strong and Shared Community; and • Priority 5 - Delivering High Quality and Efficient Public Services.
<p>Department of Regional Development (DRD): Regional Development Strategy (RDS)</p>	<p>This (revised) strategy sets out the framework for the spatial development for NI up to 2035. The Strategy reflects the Programme for Government approach of balanced sub-regional growth and recognises the importance of key settlements as centres for growth and investment. The 8 aims of the RDS are to:</p> <ul style="list-style-type: none"> • Support strong, sustainable growth for the benefit of all parts of NI; • Strengthen Belfast as the regional economic driver and Londonderry as the principal city of the North West; • Support our towns, villages and rural communities to maximise their potential; • Promote development which improves the health and well-being of communities; • Improve connectivity to enhance the movement of people, goods, energy and information between places; • Protect and enhance the environment for its own sake; • Take actions to reduce our carbon footprint and facilitate adaptation to climate change; and • Strengthen links between north and south, east and west, with Europe and the rest of the world.
<p>NI Economic Strategy</p>	<p>The NIES sets out a vision for 2030 to have an economy 'characterised by a sustainable and growing private sector, where a</p>

Title	Description
(2012)	<p>greater number of firms compete in global markets and there is growing employment and prosperity for all’.</p> <p>The overarching goal of the Strategy is to improve the economic competitiveness of NI. It recognises that the economy has been overly dependent on the public sector. This has constrained economic growth and contributed to a very large fiscal deficit. There is therefore a need to rebalance the NI economy by growing the private sector.</p> <p>The Economic Strategy identifies five strategic themes required to achieve this change. Three of the five themes reflect an ambition to promote smart growth. They are to:</p> <ul style="list-style-type: none"> • Stimulate innovation, R&D and creativity; • Encourage business growth; and • Compete in the global economy. <p>The key objectives of the NIES include:</p> <ul style="list-style-type: none"> • Supporting £300m investment by businesses in R&D, with at least 20% coming from SMEs; and • Supporting 500 businesses to undertake R&D for the first time and secure 120 Collaborative Projects in R&D.
<p>InnovateNI: Innovation Strategy for Northern Ireland (2014-2025)</p>	<p>InnovateNI, the Innovation Strategy for Northern Ireland 2014-2025, seeks to expand upon and refine the priority within the Economic Strategy to ‘stimulate Innovation, R&D and Creativity’. InnovateNI sets out a vision for NI, by 2025, to be recognised as an innovation hub and to be one of the UK’s leading high growth, knowledge-based regions which embraces creativity and innovation at all levels of society’. One of the anticipated tangible outcomes of the InnovateNI strategy is to achieve, by 2025, expenditure of over £1.2 billion per annum on Research and Development.</p> <p>The strategy seeks to achieve:</p> <ul style="list-style-type: none"> • More firms engaged in innovation;

Title	Description
	<ul style="list-style-type: none"> • More companies, particularly local SMEs investing in R&D; and • Enhanced creativity and design in everything we do. <p>To achieve this, actions will:</p> <ul style="list-style-type: none"> • Increase the focus on those companies who are not innovation active; • Encourage more businesses to innovate and carry out R&D; • Prioritise support in areas which will have the greatest potential economic impact for NI; and Use foresight activity to inform government of emerging technologies and future markets.
DETI Draft Tourism Strategy for NI until 2020	<p>The Tourism Strategy sets out a framework for the delivery of tourism interventions in Northern Ireland with a key vision being to “Create the new Northern Ireland experience and get it on everyone’s destination wish list”. The main aim of the Tourism Strategy is to double the income Northern Ireland earns from tourism by 2020. This will be achieved by the following:</p> <ul style="list-style-type: none"> • Increasing visitors from 3.2million to 4.5 million by 2020; • Increasing earning from tourism from£536million to £1billion by 2020; • Progressively accelerating spend by visitors; • Targeting specific markets and market segments; • Supporting indigenous high quality businesses to grow; andBeing visitor inspired in all actions.
DETI: Telecommunications Strategy 2015-2017, Continuing to Connect	<p>The Digital Agenda for Europe¹ (DAE) aims to help Europe’s citizens and businesses to get the most out of digital technologies. The DAE targets broadband speeds of 30Mbps or above (aka Superfast or Next Generation Access) for all European Union citizens, with half of households subscribing to connections of 100Mbps or higher (Ultrafast) by 2020.</p> <p>The UK Government has stated its commitment to continue to invest in broadband that will result in extending superfast broadband to 95% of premises by 2017 and to explore with the industry how to expand coverage further using more innovative fixed, wireless and mobile broadband solutions to reach at least 99% of premises across the UK by 2018”.</p> <p>The Northern Ireland Executive’s Economic Strategy recognises that, to underpin economic growth, Northern Ireland needs a</p>

Title	Description
	<p>modern and sustainable economic infrastructure. It also recognises the need to build on NI's existing strengths, including our status as one of the first UK regions to deliver extensive next generation broadband services.</p> <p>A key aim of the Executive's Regional Development Strategy is to implement a balanced approach to telecommunications infrastructure that will provide a competitive advantage.</p> <p>Current Market Conditions</p> <p>The telecommunication industry is continuing to spend in Northern Ireland but, given the economics of network deployment, private sector led investment generally tends to be focused in lower cost urban and suburban areas. This means the extent of the services available, and the number of service providers offering these services, tends to be greatest in areas of higher population density.</p> <p>There is some limited private sector led investment outside these areas, particularly by service providers using fixed wireless technology. However, in light of the critical role that broadband deployment and adoption can serve in the process of enabling economic growth across the region, DETI has intervened to balance private sector investment trends with the Next Generation Broadband Project and the more recent Northern Ireland Broadband Improvement Project [covered later], which have both served to provide improved broadband technologies and infrastructure into more rural areas.</p> <p>Project Kelvin established a direct international link between the North West and North America.</p> <p>Next Generation Broadband Project has helped deliver access to higher speed broadband services to at least 85% of businesses across Northern Ireland.</p> <p>Fibre deployment has been completed to 1,265 cabinets and when added to BT's own investment, some 2480 cabinets allow around 89% of telephone lines in Northern Ireland to be connected to a fibre enabled cabinet.</p> <p>Remote Broadband Service contract promoted satellite broadband services to domestic consumers and business premises. Northern Ireland Broadband Fund supported 8 projects which resulted in the roll out of fixed wireless services across rural Northern Ireland and the completion of a number of technology trials to explore potential broadband solutions in rural areas.</p> <p>The proposed plan will mean that DETI will:</p>

Title	Description
	<ul style="list-style-type: none"> • Continue to liaise with DCMS to ensure that Northern Ireland benefits from any future funding from the UK Government to extend the roll-out of superfast broadband to rural areas and the support to business through super connected cities; • Specifically work to complete the broadband Superfast Rollout Programme Phase II and secure around £14.48m public funding on a value for money basis.; • Assess if further intervention is required in mobile infrastructure once the industry investment and the UK Government project have completed; • Continue to explore other sources of funding to help Northern Ireland achieve the goals of the Digital Agenda for Europe initiative by 2020; • Continue to work with the telecommunications regulator Ofcom and other statutory bodies to ensure that the regulatory environment within which telecoms infrastructure development takes place is sustainable; <p>Continue to work to ensure that the development of telecoms infrastructure is balanced across Northern Ireland, capable of supporting effective and efficient public services and contributing to economic growth; and Consider the outcome of the audit of broadband services to identified business parks.</p>
<p>DETI: Sustainable Energy Action Plan</p>	<p>In 2010, DETI set out its Strategic Energy Framework (SEF) for Northern Ireland, which included a request for a Sustainable Energy Action Plan (SEAP) to be produced. The SEAP is designed to incorporate all the current and planned Sustainable Energy actions and programmes, in one short & accessible document.</p> <p>Therefore, the SEAP is a holistic plan to assist with the implementation of the SEF and it is a combination of actions already in existence in various action plans and strategies, plus some which are new.</p> <p>The main targets in the SEAP are as follows:</p> <ul style="list-style-type: none"> • Fuel Poverty – to reduce fuel poverty in as many vulnerable households as far as is possible by 2016; • Electricity – to create the relevant conditions for an increase to 40% electricity consumption from renewable sources by 2020; • Heat – publish a Renewable Heat Map setting out key actions to achieve a 10% contribution from renewable heat by 2020, including opportunities for geo-thermal energy; and <p>Transport – reduce greenhouse gas emissions, protect biodiversity and reduce air, water and noise pollution.</p>

Title	Description
Invest NI Corporate Plan	<p>In the Corporate Plan, Invest NI's aim is to increase business productivity, the means by which wealth can be created for the benefit of the whole community. Invest NI's mission is: <i>"To deliver expertise and resources to accelerate the creation and growth of business committed to and capable of, being entrepreneurial, innovative and international"</i>.</p> <p>To achieve this, Invest NI's objectives are to achieve: Improved competitiveness, increased skill levels and greater entrepreneurship amongst client companies; A more positive attitude towards enterprise that stimulates increased and better quality business starts; Increased levels of research and development (R&D), innovation and commercialisation of research; A more internationally focused economy with increased value-added activities stimulating increased export sales; and Levels of new inward investment and reinvestment proportionally greater than the UK average. The range of services Invest NI offer to client companies includes:</p> <ul style="list-style-type: none"> • Advice on strategic development (e.g. Design Development programmes, financial assistance for potential exporters); • People development (e.g. mentoring support, collaborative networking programmes); • Technology and Process Support (e.g. process solutions, e-business solutions); • Technical and Sustainable Development (e.g. energy advice, environmental advice); • Research and Development (e.g. knowledge transfer, industrial research); and • Passport to Export (e.g. Market visits, Market research and advice). <p>In terms of enterprise and local economic development, Invest NI recognises the importance of SMEs to the economy, and consequently aims to work closely with DETI in developing an Enterprise Framework to map the wide range of support available to businesses across central and local government. This Framework will help set the direction of an Enterprise Strategy which will enable Invest NI, over time, to concentrate its efforts on innovative entrepreneurship and growing NI based SMEs with an export focus.</p>
Department of Agriculture and Rural	The Programme aims to protect and enhance the rural environment in NI and contribute to the development of competitive and sustainable rural businesses and thriving rural communities. It is worth over £500million and demand has been predicated on

Title	Description
<p>Development DARD , Rural Development Programme</p>	<p>the following challenges:</p> <p>To improve the competitiveness of the agri-food industry through:</p> <ul style="list-style-type: none"> • Improving the skills and knowledge and promoting innovative ideas which will be needed for businesses to grow and become more profitable; • Improving resource efficiency by reducing operating costs; • Investing in capital equipment and buildings to ensure the long-term success of the industry; and • Improving the health and welfare of animals through increased knowledge and skills. <p>To improve the natural environment:</p> <ul style="list-style-type: none"> • Supporting farming practices which improve water and soil quality; • Ensuring the growth of the agri-food industry is sustainable through the reduction of the Greenhouse Gases which damage our environment; • Supporting those that own and actively manage the land and woodlands to improve biodiversity; and • Planting new woodlands and managing existing forests to help reduce the effects of climate change. <p>To develop and improve our rural areas through:</p> <ul style="list-style-type: none"> • Promoting economic growth by supporting rural businesses and rural tourism; and • Reducing poverty and social isolation by targeting support to tackle inequalities, deprivation, and improved access to key services including ICT. <p>In response to these challenges/opportunities the new Rural Development Programme The RDP is split into three main areas:</p> <p>Axis 1 – Improve competitiveness of the Agriculture & Forestry Sector</p> <ul style="list-style-type: none"> • Agri-Food processing and Marketing Grant Scheme; • Benchmarking; • Focus Farms; • Farm Family Options - Collective Training • Farm Family Options - Business Mentoring

Title	Description
	<p>Axis 2 – Environment</p> <p>Axis 3 - Quality of life in Rural Areas & Diversification of the Rural Economy</p> <ul style="list-style-type: none"> • Leader Grants - Introduction; • Leader Grants - LEADER; • Leader Grants - Operating Rules; • Leader Grants - Planning Permission and Farm Diversification; and • Leader Grants - Communications Guidelines.
DARD Rural Proofing Paper	<p>DARD held a public consultation exercise from 3 February to 16 March 2015 on proposals related to a Rural Proofing Bill. The proposed Bill would require policy-makers to assess whether proposed policy is likely to have a different impact in rural areas compared with elsewhere. Rural Proofing will support the equitable treatment of rural dwellers by requiring their needs and the impact on rural communities to be appropriately addressed in the development and delivery of policy and public services. It is hoped to introduce the Bill to the Assembly, subject to Executive approval, before the end of June 2015.</p>
DARD Agri-food strategy	<p>The Agri food strategy focused on integrating supply chains in NI. Industry, Government and the wider stakeholder base, working together will focus on the following strategic priorities:</p> <ul style="list-style-type: none"> • Grow sales by 60% to £7bn; • Grow employment by 15% to 115,000; • Grow sales outside NI by 75% to £4.5bn; and • Grow by 60% to £1bn the total added value of products and services from local companies. <p>At the core of the proposed transformation will be a world class supply chain focused on exploiting the global opportunities that DARD has identified in the Going for Growth Strategic Action Plan. The integrated industry will have a customer led focus on global market growth, supported by a single marketing organisation.</p>
NI Biodiversity Strategy	<p>The biodiversity strategy calls for the setting up of a biodiversity group which will be responsible for the following:</p> <ul style="list-style-type: none"> • co-ordinate and monitor the development and implementation of Northern Ireland Action Plans; • promote public and business awareness of, and involvement in, biodiversity conservation;

Title	Description
	<ul style="list-style-type: none"> • explore mechanisms for promoting biodiversity conservation on an all-island basis; • participate in any UK biodiversity partnership and the development of UK Action Plans which relate to Northern Ireland; and • Submit reports to the Executive every three years on progress with implementation of the Northern Ireland.
<p>NI Sustainable Development Strategy, Focus on the Future</p>	<p>The Strategy has the following six objectives:</p> <ul style="list-style-type: none"> • Building a dynamic innovative economy that delivers the prosperity required to tackle disadvantage and lift communities out of poverty; • Strengthening society so that it is more tolerant, inclusive and stable and permits positive progress in quality of life for everyone; • Driving sustainable, long-term investment in key infrastructure to support economic and social development • Striking an appropriate balance between the responsible use and protection of natural resources in support of a better quality of life and a better quality environment • Ensuring reliable, affordable and sustainable energy provision and reducing our carbon footprint • Ensuring the existence of a policy environment which supports the overall advancement of sustainable development in and beyond Government
<p>NI Invasive Species Strategy</p>	<p>Tackling invasive alien species is complex due to the range of environmental, social, economic, political and technological factors involved and the interactions between them. The main challenges for Northern Ireland include:</p> <ul style="list-style-type: none"> • Halting impacts on biodiversity and the economy from invasive alien species; • Preventing new introductions; • Early detection of new species; • Controlling and containing existing species; • Mitigating impacts;

Title	Description
	<ul style="list-style-type: none"> • Building capacity and support amongst stakeholders; and Developing the evidence base for policy and decision making.
Libraries NI Corporate Plan 2011-2015	<p>The corporate objectives of Libraries NI during this planning period are to:</p> <ul style="list-style-type: none"> • promote and enhance understanding of the role and value of the public library service • improve the delivery of public library services • increase participation in public library services • ensure effective corporate governance and adherence to statutory requirements. <p>Of particular relevance is Objective 1, which has the following priority:</p> <ul style="list-style-type: none"> • Develop strategic partnerships with: <ul style="list-style-type: none"> • statutory and voluntary organisations in the health sector to contribute to the health and well-being agenda; • statutory and community organisations with a remit for rural matters to develop alternative approaches to service provision; • regional colleges to support the learning agenda; and • organisations working with target groups to increase participation.
Department of Education (DE) Success through STEM	<p>The report contains 20 recommendations grouped under four imperatives:</p> <ul style="list-style-type: none"> • Imperative 1: Business must take the lead in promoting STEM; • Imperative 2: The key constraints in the STEM artery must be alleviated • Imperative 3: There needs to be increased flexibility in the provision of STEM education; and • Imperative 4: Government must better coordinate its support for STEM education. <p>The principal constraints to the promotion of STEM are attitudinal, i.e. attitudes of parents, children (particularly girls and boys from disadvantaged backgrounds) and employers. Interventions are aimed at addressing each of these constraints.</p>
Department of	This strategy seeks to ensure that talented individuals are given every opportunity to benefit from the higher education that is

Title	Description
<p>Employment and Learning (DEL) Access to Success: An Integrated Regional Strategy for Widening Participation in Higher Education (2012)</p>	<p>right for them, irrespective of their personal or social background. It targets individuals from traditionally under-represented groups such as students from low participation/high deprivation neighbourhoods; young Protestant males from areas of high deprivation; and adult learners, particularly work-based learners.</p> <p>The 2020 vision articulated within this strategy include:</p> <p><i>“there will be even stronger links between universities and employers. Higher education will be recognised as entrepreneurial, innovative, encouraging the growth of enterprise and providing strong, coherent services and support for businesses. Intermediate and higher level skills in the workforce will be significantly improved through the development of relevant professional and technical modular qualifications, taken mostly on a part-time basis”.</i></p>
<p>DEL: ‘Skills Strategy, Success through Skills – Transforming Futures’ (2011)</p>	<p>The Strategy aims to enable people to access and progress up the skills ladder in order to:</p> <ul style="list-style-type: none"> • Raise the skills level of the whole workforce; • Raise productivity; • Increase levels of social inclusion by enhancing the employability of those currently excluded from the labour market; and • Help to secure Northern Ireland’s future in a global marketplace. <p>The Skills Strategy examines the current skills base, considers the skills we will need in the future to grow the local economy and highlights a number of challenges which must be addressed if we are to have a workforce equipped with the skills needed by employers to rebalance and rebuild the economy. In particular, there will be an increased need:</p> <ul style="list-style-type: none"> • For people with higher level skills; • For people with skills in STEM; • For people with better management and leadership skills; • To up-skill those people already in work; and <p>To attract certain skills into the workforce, as the economy grows.</p>
<p>Department for Social</p>	<p>The Urban Regeneration and Community Development Policy Framework contains four policy objectives which have been</p>

Title	Description
<p>Development (DSD) Urban Regeneration and Community Development Framework</p>	<p>developed to focus on the underlying structural problems in urban areas and help strengthen community development throughout Northern Ireland.</p> <ul style="list-style-type: none"> • Policy Objective 1 – To tackle area-based deprivation. • Policy Objective 2 – To strengthen the competitiveness of our towns and cities. • Policy Objective 3 – To improve linkages between areas of need and areas of opportunity. • Policy Objective 4 – To develop more cohesive and engaged communities. <p>To support these policy objectives and to help create a conducive policy and financial environment, the Framework also contains four supporting actions. These are:</p> <ul style="list-style-type: none"> • Supporting Action 1 – We will maximise the potential of regeneration and community development by supporting an evidence-based policy environment. • Supporting Action 2 – We will maximise the resources available to regeneration and community development by supporting an innovative financial environment. • Supporting Action 3 – We will support the development of skilled and knowledgeable practitioners in regeneration and community development. • Supporting Action 4 – We will promote an effective and efficient voluntary and community sector.
<p>DSD: Approach to Community Planning</p>	<p>This plan sets out the steps Central Social Policy Unit (CSPU), supported by the DSD Community Planning Steering group, will take to ensure that DSD actively contributes to the development of community plans, ensures the integration of community planning outcomes into our business and corporate planning and that the Department's interests are accurately represented. This will involve:</p> <ul style="list-style-type: none"> • The development of a clear statement of the Department's preferred role and strategic input to local Councils community planning processes post 1 April 2015; that ensures that the Department's statutory obligation and preferred role in the Community Planning process is an integral element of the Department's overall policy, planning, governance and evaluation approach.

Title	Description
	<ul style="list-style-type: none"> • The development of a single strategic level relationship with each of the 11 new Councils in relation to Community Planning. • Establishing agreed structures for internal engagement between CSPU and business areas to ensure high level input and activities from specific business areas are accurately reflected. • By May 2016, ensure that the development of a Department for Communities outcomes framework / strategic plan will be informed by and contribute to the development of strategic priorities coming forward in councils' Community Plans.
<p>Working in Partnership: Community Development Strategy for Health and Wellbeing (2012-2017), Health and Social Care Board</p>	<p>The Health and Social Care Board (HSCB) alongside the Public Health Authority (PHA) have brought forward a Community Development Strategy which aims to improve community development approaches across Health and Social Care organisations in Northern Ireland.</p> <p>The key benefits noted in the strategy in relation to promoting a community development approach to address health needs are that:</p> <ul style="list-style-type: none"> • It seeks to address inequalities, local needs and build capacity and skills; • It maximises the sharing of resources at the local level, thus enhancing effectiveness and efficiency; and • It works in partnership with people, communities, and excluded groups. <p>The Board and Agency note that they wish to seek a reduction in inequalities which mean addressing the social factors which affect health and wellbeing. The HSCB and PHA state that they will through this strategy aim to identify and encourage models of health and social care that facilitate the transfer of resources to maximise community development. As a result they state they should see:</p> <ul style="list-style-type: none"> • An increased focus on early intervention and prevention; • Tangible differences to health and wellbeing outcomes;

Title	Description
	<ul style="list-style-type: none"> • Decreasing incidence of major causes of ill health; • Maximising independent living; • Improving mental health scores of population; • Reductions in the health inequalities gap; • Support for and building sustainable communities and increased social capital; and <p>Support for volunteering.</p>
<p>Transforming your Care (TYC): A Review of Health and Social Care in Northern Ireland, (2011)</p>	<p>TYC makes 99 recommendations in total, a number of which discuss the importance of increasing the involvement of the community and voluntary sector to provide support and care services. Some of these recommendations include:</p> <ul style="list-style-type: none"> • (13) More community based step-up/step-down and respite care to be provided largely by the independent sector; • (59) A shift between the balance of spend between hospital and community with reinvestment in any hospital savings into community services; and <p>(60) Greater involvement of the voluntary and community sector mental health organisations in the planning of Integrated Care Partnerships.</p>
<p>Police Service of Northern Ireland (PSNI), Policing Plan</p>	<p>The Policing Plan is delivered across three principal themes:</p> <p>Personal Policing means dealing with local concerns and issues which have an impact on the quality of daily life. The aim is to provide a service which addresses the concerns of most individuals including burglary, antisocial behaviour, drugs and road safety. In particular addressing:</p> <ul style="list-style-type: none"> • Hate Crime; • Crimes with a domestic motivation; and • The percentage of people who perceive the level of antisocial behaviour to be high in their local area .

Title	Description
	<p>Professional Policing means establishing trust and confidence with communities and partners through delivery of an excellent service. Specifically:</p> <ul style="list-style-type: none"> • Effective Community Engagement • Effective Joint Problem Solving <p>Protective Policing means keeping people safe from harm, risk or threat. We do this by tackling the serious harm and threat caused by organised crime, violent crime and terrorism. In order to maintain and enhance public confidence, it is important that victims of crime, and in particular the most vulnerable in society, feel reassured by our response to crimes committed against them. In particular contributing to:</p> <ul style="list-style-type: none"> • Reduced levels of activity and harm caused by individuals or gangs involved in organised crime <p>Reduced level of Violent crime .</p>
<p>NI Fire and Rescue Road Safety Strategy</p>	<p>The scope of this Strategy is to focus on:</p> <ul style="list-style-type: none"> • Prevention: The range of educational and engagement activities that NIFRS develops to prevent the occurrence of RTCs. • Protection: How NIFRS will influence the design and development of vehicles and the built environment to improve road safety. • Intervention: Improving how we respond to RTCs, and improving the intervention techniques and equipment we use to reduce the impact on individuals involved. • Communication: How we will promote NIFRS Road Safety activity to both Internal (NIFRS Staff & Board Members) and External (Public, Media and Key Stakeholders) audiences. • Interagency: How we work with our partners to ensure a cost-effective, intelligence led approach to further improving road safety in Northern Ireland. <p>The statistical analysis highlighted that the top 6 driver behaviours which caused collisions are: Excessive speed; Alcohol or</p>

Title	Description
	<p>drugs; Inattention or attention diverted; Wrong course/position; Emerging from a minor road; and Overtaking on offside without care.</p> <p>The analysis also highlighted that young drivers (17-24 years) were responsible for 38% of fatal collisions and 32% of fatal and serious collisions which involved a car or light goods vehicle even though they only accounted for 11% of licensed drivers. Key targets for the strategy are:</p> <ul style="list-style-type: none"> To reduce the number of people killed in road collisions by at least 60% by 2020; and <p>To reduce the number of people seriously injured in road collisions by at least 45% by 2020.</p>
<p>Northern Housing Strategy</p> <p>Ireland Executive</p>	<p>In September 2013, the Department for Social Development (DSD) approved the Housing Strategy for Northern Ireland (Facing the Future 2012-2017). The Housing Executive is currently involved in a number of strategic initiatives emanating from the Housing Strategy, these include:</p> <ul style="list-style-type: none"> Together Building United Communities (TBUC): Westminster funding for shared housing schemes 2014/17; Affordable Home Loans Fund: this local application of Get Britain Building (GBB) will provide up to 600 affordable homes in Northern Ireland by 2020; Community Asset Transfer: this is a change in management and/or ownership of land or buildings, from public bodies to communities to provide an additional means of investing in regeneration in local communities; Building Successful Communities: this initiative aims to use housing intervention as one of the main catalysts for local regeneration. Six pilot areas have been identified; A Housing Supply Forum: established by DSD, will identify ways of increasing housing supply; Fundamental Review of Social Housing Allocations: DSD has published this research which is currently out for consultation. In our response, the Housing Executive affirmed that the allocation of housing should continue to prioritise those in greatest housing need, with equality as a core principle. <p>Analysis of the new Council area identifies a number of housing issues which present significant challenges in the current economic climate. These include:</p> <ul style="list-style-type: none"> Difficulty in accessing mortgage finance;

Title		Description
		<ul style="list-style-type: none"> Limited provision of intermediate housing; Ongoing requirement for investment in, and regulation of, the private rented sector; Homelessness; Fuel poverty; Low but rising unfitness levels; and <p>The need for additional social housing in some locations.</p>
ICBAN Strategy	Spatial	<p>This strategy reflects a focus on the redevelopment of the ICBAN area. The vision of the framework is: <i>'A sustainable region that delivers the best quality of life for its people and makes a distinctive contribution to economic and social renewal and growth on the island.'</i> Key actions include:</p> <ul style="list-style-type: none"> To identify opportunities for local authorities and other stakeholders to work together to realise opportunities and to respond to the challenges facing the area. This is particularly important in a cross-border Region where the existence of the Border may make it more difficult to work together across different legal and organisational structures. To enhance the potential to play a more involved role as an EU region, by not being peripheral in either a geographic or participative sense.
Fermanagh and Omagh Council Plan	District Corporate	<p>The Plan provides the vision and programme of action for service delivery for the period 2015-19 and focused on three areas:</p> <ul style="list-style-type: none"> Quality of life; Quality places; and Quality services. <p>Quality of Life will include:</p> <ul style="list-style-type: none"> address identified need through the delivery of high quality, accessible services to all our people; create the conditions which support employment, entrepreneurship and innovation; continue to work to attract inward investment and jobs into our district as well as supporting local and indigenous businesses;

Title	Description
	<ul style="list-style-type: none"> • promote the health, safety and wellbeing of all our residents and visitors; • enrich lives by supporting opportunities for creativity; • work with communities to enable and empower them to be more active improving quality of life for individuals, families and communities. <p>Quality of place will include:</p> <ul style="list-style-type: none"> • protect and enhance the local natural and built environment and heritage so as to provide quality places where people will wish to live, work and visit; • grow our tourism industry by providing and promoting desirable locations, together with a wide range of quality outdoor and cultural activities and experiences based around our natural and built environment and heritage; • encourage people and communities to take pride in their neighbourhoods; • work with our communities and with other partners to improve areas, improve our infrastructure and to achieve balanced and sustainable development. <p>Quality of services will include:</p> <ul style="list-style-type: none"> • Provide strong civic leadership, lobby and influence key decision makers for the good of our district and to champion the needs of rural areas; • Ensure openness and transparency in our decision making and in communicating our performance; • Engage with residents and service users to ensure that we have listened to their needs and are delivering services based on local priorities; • Successfully transition to a single new organisation, to deliver continuous improvement in the way we work and be open to new and innovative approaches including sharing services with other partners where these can deliver improvements; and • Be open to opportunities to take advantage of the General Power of Competence, where appropriate.
Fermanagh and	<ul style="list-style-type: none"> • Fermanagh and Omagh District Council has developed an Action Plan based around the following 6 key objectives

Title	Description
<p>Omagh Council, Strategy</p> <p>District Angling</p>	<p>including:</p> <p>Angling Development: Participation to performance:</p> <ul style="list-style-type: none"> • Provide opportunities to get more people involved in angling; • Support angling clubs to build their capacity to further develop; • Provide support for people to stay involved or join a club; • Provide and increase quality coaches and coaching opportunities; • To develop angling in order to support a quality tourism product; and • Develop performance pathways to nurture talent and strive for excellence. <p>Facilities:</p> <ul style="list-style-type: none"> • Ensure all facility development takes into consideration all relevant research findings and stakeholder opinion for a coordinated approach; • Support the provision of quality, safe and accessible facilities to encourage angling; • To develop a more flexible approach in order to react to changes in fish behaviour and location; • Encourage and develop high quality/world class angling provision for local and visiting anglers. <p>Bio diversity and Fishery Management:</p> <ul style="list-style-type: none"> • Future developments have to add value/complement existing provision – not just more of the same; • Overall agreement on quality of stock at specialist loughs; and • All actions are research led: AFBI (or other research), Lough Erne Fisheries Management Plan. <p>Angling and Promotion:</p> <ul style="list-style-type: none"> • Develop and promote Fermanagh and Omagh as a world class angling experience; • Accommodate both local and visiting anglers, developing the local angling base to support the angling tourism product;

Title	Description
	<ul style="list-style-type: none"> • Establish the area as a quality angling destination with appropriate branding of the angling product; and • Ensure clarity and coordination of information and promotion. <p>Angling for all:</p> <ul style="list-style-type: none"> • Recognise and dissemination of the social and health benefits of angling to under-represented groups; • Be a catalyst for increased participation by marginalised/disadvantaged groups; and • Ensure provision of safe and accessible space for angling. <p>Governance and Management</p> <ul style="list-style-type: none"> • Implement the actions identified in the angling strategy; • Ensure accountability and coordination among all stakeholders; and • Ensure fit with other strategic plans and corporate goals.
<p>Fermanagh and Omagh District Council Biodiversity Action Plan Audit</p>	<p>The following are some of the most significant threats to biodiversity:</p> <ul style="list-style-type: none"> • Habitat loss and fragmentation; • Development; • Non-native invasive species; • Environmental crime e.g. pollution and persecution; • Vandalism, fly tipping; • Climate change; and • Insensitive management. <p>The following are some of the opportunities that can be availed of:</p> <ul style="list-style-type: none"> • Partnerships;

Title	Description
	<ul style="list-style-type: none"> • Community Engagement; • Guidance and Best Practice Standards; • Land Management practices; • National Survey campaigns • Projects.
<p>Fermanagh and Omagh District Council Good Relations Strategy</p>	<ul style="list-style-type: none"> • Aim 1: To build leadership and resilience skills among children and young people in the Fermanagh and Omagh area and creating opportunities for them to engage with one another thus increasing and building their trust, understanding and tolerance for people from different cultures, traditions or political backgrounds • Aim 2: To create a more equal, shared and inclusive area for all with a range of shared and welcoming spaces and activities, where people feel comfortable engaging, where tolerance and understanding of other cultures, traditions and political backgrounds has increased and where myths, misperceptions, fears and barriers to sharing, visible or invisible, are slowly removed • Aim 3: To increase awareness of the factors that contribute to intimidation and anti-social behaviour which cause an area to feel unsafe for some and to build leadership and capacity among influencers and statutory stakeholders in addressing these issues • Aim 4: To support communities to address hard issues, prejudice and mistrust that they may have towards others, to promote awareness, understanding and the respectful celebration of the different cultures that exist in the area and promote the value of diversity and the importance of dispelling myths in recognition of the multi-cultural nature of the area • Aim 5: To develop strong and accountable civic leadership in Fermanagh and Omagh District, which mainstreams good relations into the core of Council and community plan activity, which promotes an inclusive and integrated community and which promotes a partnership approach.
<p>Fermanagh and Omagh District</p>	<p>Environmental Protection:</p> <ul style="list-style-type: none"> • Work in progress: Service level agreement with NIHE re: Fitness of properties; and

Title	Description
<p>Council: Environmental Health Strategy Review for Community Planning</p>	<ul style="list-style-type: none"> • Work in progress: Preparation of Local Air Quality Review for FODC. <p>Food Control and Infectious Disease Control:</p> <ul style="list-style-type: none"> • Food Standards Agency: Strategic Priorities identified at joint FSA and Local Government Workshops. Provides strategic context for future food service priorities. <p>Public Health Agency: Memorandum of Understanding re: collaborative working to investigate cases of notified foodborne diseases:</p> <ul style="list-style-type: none"> • FSA working collaboratively with DHSSPS on Fitter Futures Strategy to tackle obesity and overweight in NI. <p>Health and Safety:</p> <ul style="list-style-type: none"> • Health and Safety at Work. A Health and Safety Executive NI and District Council Strategy for the better regulation of Health and Safety at Work in Northern Ireland; and • Service Level Agreement between Department of Justice and Council relating to Fireworks displays and Fireworks storage <p>Consumer Protection</p> <ul style="list-style-type: none"> • Coordinated approach e.g. NI wide surveys, liaising with Building Control and Trade Associations regarding construction products. <p>Fuel Poverty</p> <ul style="list-style-type: none"> • Service Level Agreement between DSD and FODC and partnership working NIHE. Aim to target low income households to deliver energy efficiency improvement measures to qualifying households. All partners are committed to working together in support of Government aims to improve household energy efficiency.
<p>Fermanagh and Omagh District Council: Emergency Planning Review Information for</p>	<ul style="list-style-type: none"> • Community Resilience: Working with Rivers Agency, Transport NI, NI Water, PSNI, British Red Cross, Met Office, NI Electricity and the Local Government Emergency Planning Coordinator for the Western Area to develop community resilience plans across identified locations in Northern Ireland. In the FODC, 2 pilot areas were developed using flooding as the driver to develop household emergency plans which fed into an overall community resilience plan. These plans identified local assets and capacity and also provided a cascade system for communicating to all residents.

Title	Description
Community Planning Process	<ul style="list-style-type: none"> • Cross Border Emergency Management Working Group: This cross border group (all Councils in NI with a frontier, PSNI, NIFRS, NIAS, PHA, Gardai, Local Authorities in RoI with a frontier and Health Service Executive) was established in 2014 to increase response capability on a cross border basis by putting in place effective communication networks for preparing and responding to emergency situations and also ensuring communities located within the Border corridor can avail of their nearest assets, irrespective of jurisdiction. • GIS Mapping: Initial work supported by the Inspire Directive to map locations of emergency support centres. This could be expanded to incorporate locations of high risk sites (e.g. new gas pipeline and distribution, sand bag locations, flooding hot spots and grit/salt stocks. This would allow for the development of a one stop resource for communities and statutory agencies.
Fermanagh District Council: Enniskillen Masterplan	<p>Vision - <i>“Enniskillen 2025 will be a bustling, thriving town with an excellent reputation for high quality retail and as a premier tourist destination. The town will make the most of its quality townscape, attractive courtyards and alleys, and boast a bold water front with a strong recreational emphasis. By day and night, the town will be a place that is proud of its history and welcoming to its renaissance as a lively place to live, work and visit without the constraint of traffic congestion. Its marina will be the hub for boating events in the region and a focus for social activities. It will be easily accessed by a network of walking and cycling routes throughout the town.”</i></p> <p>The Regeneration Goals are as follows:</p> <ul style="list-style-type: none"> • Ensure the unique identity of the Island town is retained and further developed with high quality activities developed around the Erne; • Diversify the town centre offering, providing office, leisure, retail and residential space; • Expand the evening economy to provide an improved tourism offer; • Ensure accessibility, yet deliver a people friendly town centre with high quality public realm and a new public square; • Strengthen the retail core, developing both the quality independent offering alongside high quality multi-national retailers; • Increase visitors’ dwell time within Enniskillen Town Centre;

Title	Description
	<ul style="list-style-type: none"> • Build on and enhance the provisions for indoor/wet weather tourist activities; • Provide high quality new development in keeping with the historic form and character of Enniskillen; • Turn Enniskillen firmly towards the water – connecting it with its greatest asset, the River Erne; and • Eventually enable boat traffic to circumnavigate the town.
<p>Fermanagh District Council: How age friendly is Fermanagh</p>	<p>The Age Friendly concept was conceived at the World Congress on Gerontology and Geriatrics in Rio in 2005 in recognition of the fact that ageing and urbanisation are converging trends with significant implications for human development.</p> <p>Examples of age friendly features include:</p> <ul style="list-style-type: none"> • Outdoor spaces and buildings: Outdoor seating, well maintained pavements, safe green spaces, timely pedestrian crossings, clustering of services and physically accessible buildings. • Transportation: Affordable public transport, age friendly vehicles, community transport, safe parking and promotion of refresher driving courses. • Housing: Financial assistance for home modification, housing located close to services and amenities, integrated inter-generational housing and range of affordable options. • Social participation: Convenience times and locations of events, gathering in community setting, inter-generational activities and personal invitations. • Respect and Social Inclusion: Consultation by public, community/voluntary organisations providing services, positive portrayal of ageing/older people and recognition of experience • Civic participation and employment: Range of volunteering opportunities, re-training opportunities, support for organisations to work with older volunteers, advisory boards/councils/other forms of civic engagement to include more older people and support for older entrepreneurs; • Communication and Information: Promotion of clear language, wide public access to the internet and computing, information dissemination closer to older people's homes; and • Community support and health services: Emphasis on promoting, maintaining and restoring health, delivery of services with

Title	Description
	<p>minimal bureaucracy, health and social service buildings accessible by public transport and conveniently located.</p> <p>Recommendations for future action:</p> <ul style="list-style-type: none"> • Further raise awareness of the Age Friendly Community Concept; • The formation of a multi-agency partnership to lead on the development of Fermanagh Age Friendly Communities. Fermanagh already benefits from having an active and successful partnership, the South West Age Partnership (SWAP), whose objective is to deliver joint services for older people in Fermanagh and Omagh. It may be that a multi-agency partnership could be progressed through the existing interagency group facilitated by SWAP; • The Council should ensure that they are linking with and feeding into all other relevant policy initiatives such as OFMDFM Active Ageing Strategy 2014-2020; • The development of a strategy which ensures that Age Friendly considerations are at the core of all developments in all sectors, including community planning; and • Groups such as U3A, SWAP and Drunhaw Fold residents should be regularly consulted with and used as a sounding board for policy and service development.
<p>Fermanagh District Council: Fermanagh Lakelands Tourism Action Plan</p>	<p>Vision for Tourism To ensure that 'Fermanagh Lakelands becomes one of Ireland's premier tourism destinations offering a unique experience of tranquillity and activity in balance with nature- a place to stimulate the senses'</p> <p>In tandem with this Vision, the Destination Fermanagh Mission is as follows:</p> <p>'To maximise the potential of Fermanagh by leading the development of an innovative yet authentic world class visitor experience. Through partnership to strive to inspire and secure the commitment of local providers and community, in order to exceed the expectations of our visitors'.</p> <p>This Vision and Mission resonates strongly with the shift in focus from developing and marketing products to developing and marketing 'experiences'. It will be essential to address the challenge to connect Fermanagh's physical assets with the emotional interactions that travellers want to experience.</p>

Title	Description
	<ul style="list-style-type: none"> • Priority One: Strategy Delivery: For Fermanagh we have to be brave and bold and start to do things differently. It will be the responsibility of the steering group to provide this leadership, vision and inspiration for industry. • Priority Two: Destination Management, Promotion and Visitor Servicing: This priority is about improving the customer experience. Ensuring the customer has access to quality tourism information in a format that is the most convenient to them. Increasing capacity within the Fermanagh Tourism Industry to offer excellent customer service, whilst encouraging them to embrace quality measures in their service delivery. • Priority Three: Enhancing the Existing Product and New Product Development: Two groups have direct responsibility for this priority. These are the Recreation and Activity Delivery Group and the History and Heritage Delivery Group. This priority will see the development of Lough Navar as a major activity hub, development within the Geopark and on Lough Erne. There will be an emphasis on educational tourism and an underpinning ethos of these groups will be to develop creative, innovative and memorable experiences that interact with the natural resources in Fermanagh. • Priority Four: Events Tourism: The aim of this group is to ensure that Fermanagh is recognised as the county that develops and hosts high quality and creative festivals and events, whilst embracing local communities, encouraging international participation and maximising the social and economic benefits generated by events. • Priority Five: Investment in Infrastructure: This priority is a direct responsibility of the steering group. It recognises the serious infrastructure deficiencies that continue to impact negatively on Fermanagh's economic and tourism growth potential. It sets out basic development requirements as a key measure in the strategy. This will ensure that the infrastructure foundations exist, upon which to build the rest of the tourism product.
Southern Waste Management Partnership (SWaMP) Report on Waste Management	The key principles of the Strategy are: <ul style="list-style-type: none"> • Waste Hierarchy – indicates the relative priority of the different methods of managing waste. • Life Cycle Approach – to take into account the overall impacts that an approach or service will have throughout its whole life, that is, from cradle to grave. • Polluter Pays Principle – means that waste generators should pay the costs of providing

Title	Description
	<ul style="list-style-type: none"> • services to manage their wastes. • Proximity Principle – emphasises the need to treat or dispose of waste as close as practicable to the point of generation, the minimise the environmental impact of waste transportation • Integration of Waste Streams – encouraging the development of waste management solutions that encompass all waste. <p>Targets:</p> <ul style="list-style-type: none"> • To achieve a recycling rate of 50% (including preparing for reuse) of household waste by 2020. • To achieve a recycling rate of 45% (including preparing for reuse) of household waste by 2015 (Programme for Government Target); • To achieve a recycling rate of 60% (including preparing for reuse) of Local Authority Collected Municipal Waste) • To achieve the recovery and recycling rates for individual packaging waste streams by 2017. • To achieve an overall recovery rate of 79% and overall recycling rate of 72.7% of packaging by 2017.
DSD: Tackling Poverty in Omagh	<p>Tackling Deprivation in Omagh Action Plan was developed through a process instigated by Omagh District Council (ODC) and the Department for Social Development (DSD) in August 2014. The aim of the planning process was to develop an Action Plan with a primary economic development and regeneration focus for areas of deprivation in Omagh. This Action Plan looks forward to March 2015 and beyond when Reform of Local Government will be implemented and new challenges will be presented to Councils and Community & Voluntary Organisations.</p> <p>The Action Plan was developed through the the Omagh Neighbourhood Renewal Partnership which was established as a vehicle for local planning and delivery and includes: political representatives, statutory agencies, community/voluntary sector and the private sector. Organizations include Omagh District Council, Department for Social Development, Department for Regional Development, Policing and Community Safety Partnership, Focus, Northern Ireland Housing Executive, Omagh District Training Consortium, Police Service of Northern Ireland, Supporting Communities Northern Ireland, Action for Children, Department for Employment and Learning, Western Health and Social Care Trust, Western Education and Library Board and</p>

Title	Description
	<p>South West College – Omagh Campus.</p> <p>The main goal of the Action Plan is to help close the gap between the quality of life for people in the most deprived neighbourhoods and the quality of life for the rest of society by ensuring the following:</p> <ul style="list-style-type: none"> • People living in the most deprived neighbourhoods have access to the best possible services and to the opportunities which make for a better quality of life and prospects for themselves and their families; and • Improve the environment and image of our most deprived neighbourhoods so that they become attractive places to live, work and invest in.
<p>DSD: Tackling Deprivation in Enniskillen</p>	<p>Tackling Deprivation in Enniskillen Action Plan was developed through a process instigated by the Department for Social Development in August 2014. The main goal of the Action Plan is to help close the gap between the quality of life for people in the most deprived neighbourhoods and the quality of life for the rest of society by ensuring the following:</p> <ul style="list-style-type: none"> • People living in the most deprived neighbourhoods have access to the best possible services and to the opportunities which make for a better quality of life and prospects for themselves and their families; • Improve the environment and image of our most deprived neighbourhoods so that they become attractive places to live, work and invest in. <p>Action Plan</p> <ul style="list-style-type: none"> • Action 1: To build self esteem and self belief among residents so that they can avail of employment and entrepreneurial opportunities; • Action 2: Develop and provide opportunities for local residents to avail of accredited training; • Action 3: To develop opportunities for access to local employment; • Action 4: Promoting business start up in the Neighbourhood Renewal Area; • Action 5: To support social economy jobs; • Action 6: Enhance positive mental health/well being and to contribute to the reduction of suicide rates within Enniskillen

Title	Description
	<p>Neighbourhood Renewal Area;</p> <ul style="list-style-type: none"> • Action 7: To contribute to a healthier, fitter community, equipped with the knowledge to make better lifestyle choices and to work towards the reduction of obesity and associated illness; • Action 8: Health Checks/Big Bus; • Action 9: To help address the numbers of young people leaving school with no qualifications; • Action 10: Implement a programme to improve educational attainment in the Neighbourhood Renewal Area; • Action 11: To increase opportunities for children aged 0-4 and families in Neighbourhood Renewal communities; • Action 12: To enhance Youth Services for all young people through a wide range of approaches; • Action 13: To help address the number of young people leaving school with no qualifications. • Action 14: Put in place adequate community facilities across the Neighbourhood Renewal Area; • Action 15: Improve recreational facilities across the Neighbourhood Renewal Area; • Action 16: Improve roads, pathways, parking and cycle lanes across Enniskillen deprivation area; • Action 17: Environmental improvements across the Neighbourhood Renewal Area; • Action 18: To increase the number of local residents involved in decision making processes, including younger people 16+ in the Neighbourhood Renewal Area; • Action 19: To grow the volunteer base within the Enniskillen Deprivation Area to assist in delivery of activities/programmes. • Action 20: To build and further develop community capacity (skills) within the Neighbourhood Renewal Area; • Action 21: To provide opportunities for the increased use of community facilities within each Neighbourhood Renewal Area; • Action 22: To encourage minority groups to become involved in the activities within the Neighbourhood Renewal Area; • Action 23: To address anti-social behaviour across the five Neighbourhood Renewal Areas; and

Title	Description
	<ul style="list-style-type: none"> Action 24: To increase the sustainability of community organisations and develop a strategy for Neighbourhood Renewal post March 2016.
Tyrone and Sperrins Destination Tourism Report	<p>Tyrone and the Sperrins have been designated as one of Northern Ireland's 9 tourism destinations. Each destination's management plan provides a framework to guide stakeholders and the tourism industry in a combined effort to build the competitiveness of the destination and tourism success. The destination plan defines the contribution each destination makes to the overall Northern Ireland tourism "offer" and, importantly, articulates the ambition for the area and identifies its priorities and needs in order to maximise the economic impact of tourism.</p> <p>The objective of the Destination Plan is to achieve sustainable growth for the tourism sector while the vision is what establishes the point of difference between this and the many other destinations visitors can visit. The vision drives the branding, the marketing, the priorities for investment and the quality of the visitor experience, together with reputation and positive word of mouth.</p> <p>The recommended vision for the Tyrone and Sperrins area is: The natural Irish outdoors – an inspirational, iconic and ancient landscape where adventure is the everyday and every journey unearths our culture.</p> <p>The Destination Plan's 4 key strategic themes are:</p> <ol style="list-style-type: none"> 1. Leadership & Collaboration - which is about how the destination organises itself to compete; 2. Inspirational Strategic Destination Marketing – developing a brand for the area and integrated marketing to raise visibility and generate visits; 3. Enhancing the Visitor Experience through quality product and experiences – developing and integrating the tourism product across the destination; 4. Improved access throughout Tyrone & Sperrins – access to and within the destination.
Towards a City Vision	<p>Vision - <i>'As a step towards city status, to position and create an identity for Omagh which takes advantage of its natural assets, landscape and new regional context. 'Outdoor Omagh' will reflect a quality of life for the local community and visitors and will</i></p>

Title	Description
for Omagh	<p><i>provide a framework for sustainable economic growth of a vibrant, attractive and distinctive central core.'</i></p> <p>Building upon Omagh's strong retail base and the innovative work of Omagh Enterprise Company, providing high-spec office accommodation, scope exists to enhance business and enterprise in the town centre, thereby increasing employment and socioeconomic activity. To this end a Town Centre Business Strategy is proposed to evaluate the town's current strengths and determine future opportunities. The Strategy should ensure that the promotion of enterprise and business is holistic and spans from the small business sector through social economy industries into the areas of skills and education. The proposed, "Outdoor Omagh" brand should be used as a mechanism to define and encourage new business and enterprise in to the town that currently does not exist. Opportunities relating to Omagh's enterprise and business sectors include:</p> <ul style="list-style-type: none"> • Developing a more diversified local economy; • Investigating opportunities to introduce Business Improvement Districts (BIDs) to stimulate local enterprise and encourage partnership working between the business community and the local authority; • Maintaining existing jobs and attracting new jobs in sectors where the area has developed long standing skills/resource; • Developing the town's tourism and hospitality offerings; • Improving accessibility to a more attractive and competitive town centre; • Developing and growing Omagh's agriculture, manufacturing and agri-food sectors; • Encouraging Working Over The Shops (WOTS) to stimulate town centre vibrancy; • Strengthen partnership working between the local business community, Omagh Enterprise Community and the South Western College Collaboration between the local business community and the South West College (SWC) is encouraged through the Masterplan, with objectives set out in the SWC Development Plan 2012-15, to grow regional innovation and technology through enhanced partnerships with businesses; • Finding tenants for vacant properties, restoring derelict buildings and developing new purpose built facilities, where necessary, are crucial to the delivery of the Masterplan and its objectives; and <p>Finally, in order to successfully attract investors into the town centre a proactive approach must be adopted by key agencies,</p>

Title	Description
	including the Council, Invest NI and the local business community.
Europe 2020	The Europe 2020 strategy is concerned with delivering growth that is: smart, through more effective investments in education, research and innovation; sustainable, as part of a decisive move towards a low-carbon economy; and inclusive, with a strong emphasis on job creation and poverty reduction. The strategy is focused on five ambitious goals in the areas of employment, innovation, education, poverty reduction and climate/energy.
INTERREG VA Programme for Cross-Border Cooperation (2014-2020)	<p>The INTERREG VA Programme for Northern Ireland, the Border Region of Ireland and Western Scotland is a European Union supported Structural Funds Programme which seeks to address the economic and social problems which result from the existence of borders.</p> <p>The proposed INTERREG VA Programme budget is €282 million, while the proposed PEACE IV budget is €269 million. Both programme budgets are cross-border budgets comprising 85% EU funding and 15% match funding.</p> <p>Four potential priorities have been identified for INTERREG VA - Research and Innovation, Environment, Sustainable Transport and Health.</p>
INTERREG VB Northern Periphery and Arctic Programme (2014-2020)	<p>The Northern Periphery Programme 2014-2020 aims to help peripheral and remote communities on the northern margins of Europe to develop their economic, social and environmental potential. The success of the programme will be built on joint projects creating innovative products and services for the benefit of the programme partner countries and Europe as a whole.</p> <p>The Northern Periphery and Arctic Programme area comprises the northernmost part of Europe including parts of the North Atlantic territories. In the EU member states the programme area covers Northern and Eastern Finland, Western Ireland, Northern Ireland excluding the larger Belfast region, Northern Sweden, and Highlands & Islands and Dumfries & Galloway</p>

Title	Description
	<p>regions in Scotland. Of the Non-EU member states Faroe Islands, Greenland, Iceland, Northern and Western Norway and Svalbard belong to the programme area²³.</p> <p>The Northern Periphery Programme will focus on the following Thematic Objectives:</p> <ul style="list-style-type: none"> • Strengthening research, technological development and innovation; • Enhancing the competitiveness of SMEs; • Supporting the shift towards a low-carbon economy in all sectors; and • Protecting the environment and producing resource efficiency.
<p>INTERREG VB North West Europe (NWE) Programme (2014-2020)</p>	<p>The NWE Cooperation Area consists of 8 countries: Belgium, France, Germany, Ireland, Luxembourg, Netherlands, UK and Switzerland. The NWE Member States have started to prepare the content of the future Programme and they have agreed on the following Thematic Objectives:</p> <ul style="list-style-type: none"> • Strengthening research, technological development and innovation. The Programme will invest in enhancing the capacity of the NWE territory to generate innovation, on the basis of its existing potential and quadruple helix actors. It will seek to reduce the innovation capacity gaps between regions and contribute to the implementation of the smart specialisation strategies of participating regions. • Supporting the shift towards a low-carbon economy in all sectors. The Programme will invest in the area's climate change mitigation potential, reduction of GHG emissions, energy efficiency and the share of renewable energy sources in the consumption and production mix. • Protecting the environment and promoting energy efficiency. The Programme will invest in eco-innovation and resource efficiency. The purpose is to reduce the environmental footprint of human activity on the environment, and decouple the growth curve from the material consumption curve.

²³http://www.northernperiphery.eu/files/archive/Downloads//Programming_process_2014-2020/Public_Consultation_DRAFT_OP/Draft_OP_document_-_chapters_1-4.pdf

Title	Description
INTERREG VC	<p>INTERREG VC or 'INTERREG EUROPE' is one of the instruments for the implementation of the EU's cohesion policy. With this policy, the EU pursues harmonious development across the Union by strengthening its economic, social and territorial cohesion to stimulate growth in the EU regions and Member States.</p> <p>The policy aims to reduce existing disparities between EU regions in terms of their economic and social development and environmental sustainability, taking into account their specific territorial features and opportunities. For the 2014-2020 funding period, cohesion policy concentrates on supporting the goals of the Europe 2020 strategy.</p> <p>Public consultation has recently taken place on this programme and a consultation document is in preparation.</p>
NI ERDF Investment for Growth and Jobs Programme (2014-20)	<p>ERDF is the main EU Structural Fund used to support economic development in countries and regions across Europe. The proposed ERDF Investment for Growth and Jobs Programme is focused on three priority areas:</p> <ul style="list-style-type: none"> • Strengthening Research, Technological Development and Innovation • Enhancing the Competitiveness of SMEs (including through improved access to finance measures and Tourism development) • Supporting the shift towards a Low-Carbon Economy
INTERREG PEACE IV Programme (2014-20)	<p>PEACE IV will focus on one Thematic Objective—Social Inclusion and Combating Poverty. This aligns with the objectives of Together: Building a United Community and proposes activity in a number of areas including – Shared Education, Children and Young People (linking with the United Youth Programme), Shared Spaces and Services and Civil Society.</p> <p>Structured programmes of activities involving groups from different backgrounds.</p> <ul style="list-style-type: none"> • Training and development programmes for inclusive civil leadership. • Development of strong local partnerships aimed at addressing local problems of sectarianism and racism. • Civil society development programmes focusing on areas such as: commemoration events; history; language; arts and culture; religion; leadership; community development; social enterprise; inclusion and equality; conflict resolution and mediation; entrepreneurial and economic activity; adult education; training; and sport.

Title	Description
	<ul style="list-style-type: none">Programmes aimed at engaging individuals and communities not previously engaged in peace-building activities who wish to contribute to a shared society.