



Fermanagh & Omagh  
District Council  
Comhairle Ceantair  
Fhear Manach agus na hÓmaí

# Performance Improvement Plan

## Year 1: Continuous Improvement 2024-2028

1 April 2024 – 31 March 2025





# Our District at a Glance

## Fermanagh and Omagh

Fermanagh and Omagh District is located in the southwest of Northern Ireland covering all of County Fermanagh and parts of County Tyrone.

**3,000 km<sup>2</sup>**  
Land covered

**116,812**  
Population

**45,715**  
Households

### Economy

#### Employment

**31%**  
(28,735)

Full time

**12%**  
(10,940)

Part time

**11%**  
(10,144)

Self-employed

**£23,155**

Average wage in FO

**£35.45**

GVA per hour worked



Approximately  
**54,290**

Jobs in the district



**8,575**

VAT or PAYE  
registered businesses

#### Top 5 Job Sectors by # Jobs

**1** 8k Retail

**2** 8k Health and Social

**3** 6k Manufacturing

**4** 6k Agriculture

**5** 6k Education

**74.8%**

Of those aged  
between 16-64 are  
economically active

**404**

Accommodation  
providers

**1,438**

Food and drink  
providers in district

#### Education and Achievement

**86%**

Of school leavers achieve  
at least 5 GCSEs A\*-C inc.  
English and Maths

**Almost  
50%**

Of school leavers  
go onto University

**60.6%**

Achieving  
2+ A Levels

**91%**

Population satisfied  
with local area  
as a place to live

#### Satisfaction

**92%**

Of residents  
consider the district  
is welcoming

**47.5%**

Of household waste is  
preparing for reuse,  
recycling, and composting



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### People and Communities

**58,482**  
Females  
(50.1%)

**58,330**  
Males  
(49.9%)

Member of WHO's  
Global Network of  
Age-friendly  
Cities and Communities

**20%**  
(18,795)

Of those living  
here are retired.

**F: 41  
M: 39**  
Median  
age

**31%**  
Younger  
than 25

**18%**  
Older  
than 65

#### We Have

**104**

Council  
managed  
play parks

**4**

Leisure  
centres

**10**

Community  
centres  
supported  
by FODC



**79%**

Report  
very good/  
good health



Just a minute

**377**

Staff received JAM  
Card® training



**28%**

Are actively  
engaged in  
community activities

### Environment and Place

**CO<sub>2</sub>**

21.1 tonnes of CO<sub>2</sub>e  
emissions per capita

**1/3**

Of all woodland in  
NI is located in FO

#### Boundary Key

UNESCO  
Global Geopark

Area of  
Outstanding  
Natural Beauty

- 1** Area of Outstanding Natural Beauty
- 3** Local Nature Reserves
- 1** UNESCO Global Geopark
- 133** Area of Special Scientific Interest
- 20** Special areas of conservation
- 12** National Nature Reserves
- 8** Ramsar areas

**A4 & A5**

2 of NI's key transport  
corridors situated  
within FODC



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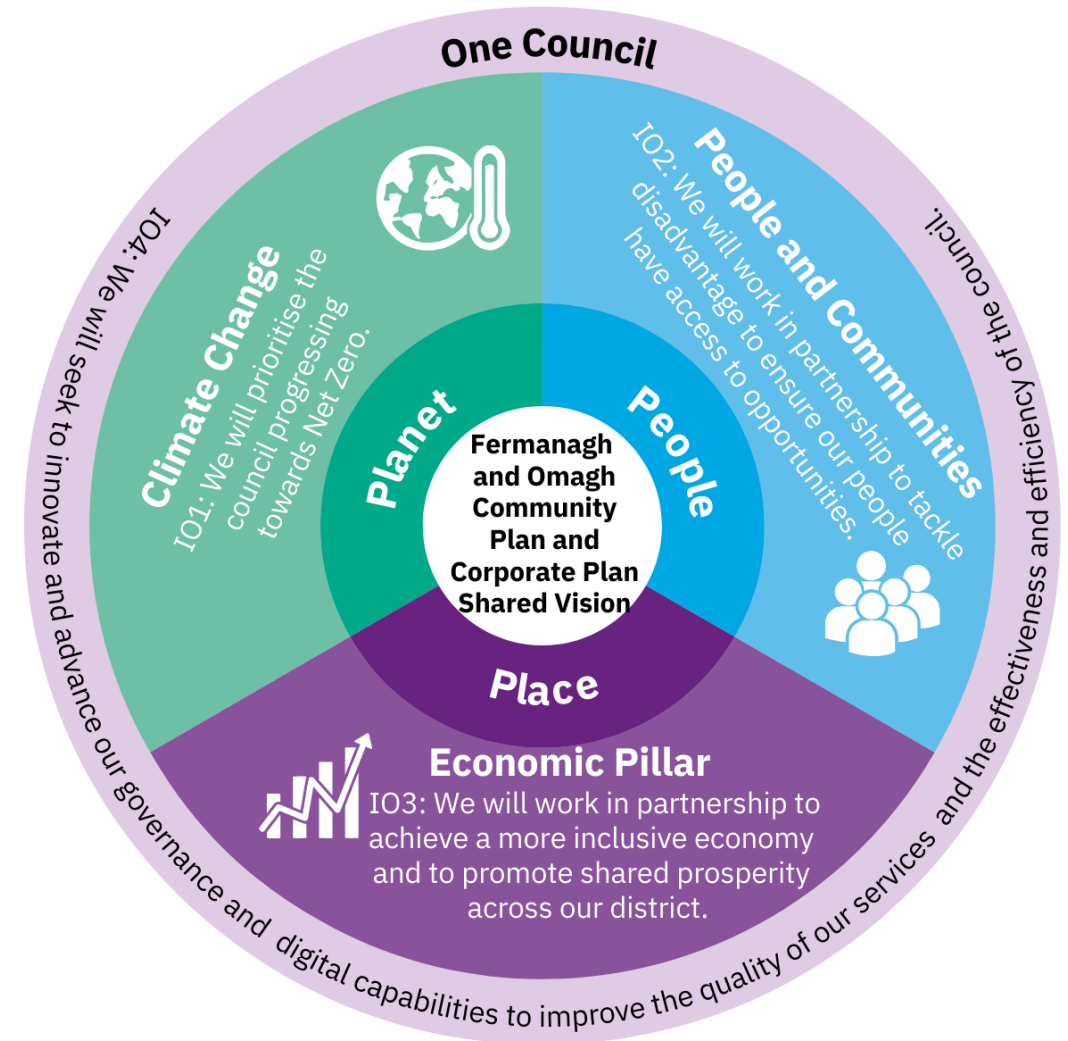
# 1.0 | Introduction

The Local Government Act (NI) 2014, places a statutory duty on Councils to ensure continuous improvement and to agree, for each financial year, Improvement Objectives and produce an annual Improvement Plan. This is referred to as our “Duty to Improve”. The Council’s accepted definition of improvement is taken from statutory guidance and states that “**improvement is... more than just quantifiable gains in service output or efficiency, or the internal effectiveness of an organisation. Improvement for Councils should mean activity that enhances the sustainable quality of life and environment for ratepayers and communities**”.

The Council’s Improvement Plan does not include everything we intend to do over the year to bring about improvement, but instead focuses on a small number of key Improvement Objectives which have been identified and consulted upon and which will be monitored and reported upon through the performance improvement reporting process. Our Improvement Objectives include a mix of social, economic, and environmental improvements, coupled with service improvements, to provide a broad but balanced approach.

This year, alongside the development of the Council’s new Corporate Plan ‘Our Council, Our Plan 2024-2028’, we undertook a re-assessment of the prior year’s Improvement Objectives to realign our improvement activity to our newly identified corporate priorities which have been agreed in consultation with local people. Throughout the term 2024-2028 we will continue to work to ensure that our efforts are focused on these corporate priorities and to ensure that we strive to deliver meaningful improvements for our service users and ratepayers.

## 1.1 | The Performance Improvement Objectives 2023-2024





## 2.0 | Looking Back: Performance Improvement Plan 2023-2024 ‘Sustainable Approach to Recovery: A Whole System Approach’ and its impact

The Performance Improvement Plan (PIP) 2023-2024 identified three Improvement Objectives. The table below presents an end of year update against each of the actions identified and sets out which will be carried forward to the 2024-2025 Performance Improvement Plan.

A comprehensive overview of performance for each of the three Improvement Objectives and the associated actions and performance measures will be published in the Council’s Annual Performance Report in September 2024.

**Table 1: Improvement Objectives Taking Stock Impact Report**



















Improvement Objectives 2023-2024	Actions 2023-2024	Taking Stock at Year End
<p><b>Improvement Objective 1:</b></p> <p><b>We will protect the environment and improve its sustainability.</b></p> <p>This Improvement Objective has been carried over to PIP 2024-2025 but reworded to align to the new Corporate Plan 2024-2028. The new wording of this improvement objective is <b>‘We will prioritise the Council progressing towards Net Zero’.</b></p>	<p>A1 Implementation of Climate Change Action Plan (CCAP).</p> <p>A2 Develop and implement an action plan to support energy management.</p>	<p>Progress has been achieved towards this Improvement Objective during the 2023-2024 year across several of the strands of work.</p> <p>The publication by DAERA of Public Body Reporting Technical Guidance in relation to the requirements of the Climate Act (NI) 2022 was delayed and this strand of work has therefore been carried forward to the 2024-2025 year. Development and implementation of the draft Energy Management Plan has enabled Council to better understand and work towards reduced energy consumption, embedding sustainable behavioural change. The focus in 2024-2025 will be to progress towards further implementation and more widespread ownership of the necessary changes.</p> <p>Climate Action has been identified as a key priority in the new Corporate Plan 2024-2028 and a related Improvement Objective will carry over to the 2024-2025 financial year with a focus on waste transformation, energy management of our estate and changing environmental behaviours.</p>

Improvement Objectives 2023-2024	Actions 2023-2024	Taking Stock at Year End
<p><b>Improvement Objective 2</b></p> <p><b>We will work in partnership to tackle disadvantage, with a focus on reducing poverty to ensure our people have equal access to opportunities.</b></p> <p>This Improvement Objective has been carried over to PIP 2024-2025. The new wording of this improvement objective is <b>'We will work in partnership to tackle disadvantage to ensure our people have access to opportunities'</b>.</p>	<p>A3 Progress the development and implementation of an Anti-Poverty Action Plan.</p> <p>A4 Implement targeted interventions to support the most vulnerable in our society.</p>	<p>During the 2023-2024 financial year, work on development of an Anti-Poverty Strategy and Action Plan continued through the establishment of a Working Group and engagement with those with lived experiences locally. It is anticipated that the Strategy will be in place early in 2024-2025 although significant work on delivery of anti-poverty actions was completed in year. For example, in December 2023, FODC appointed a consortium of local organisations to deliver a programme of wraparound and financial support for households in the district experiencing, or at risk of, food poverty.</p> <p>Tackling poverty and disadvantage is a priority identified in the new Corporate Plan 2024-2028 and will be carried forward to the Improvement Plan 2024-2025. The cost-of-living crisis continues to affect many, and there is an increasing issue with debt as our resident's struggle to deal with rising costs.</p> <p>The focus in 2024-2025 will be to progress further with the strategic approach to tackle poverty and ensure targeted interventions are progressed.</p>
<p><b>Improvement Objective 3:</b></p> <p><b>We will work to accelerate economic recovery and job creation, enhancing skills and providing opportunities for sustained employment.</b></p> <p>This Improvement Objective has been carried over to PIP 2024-2025. The new wording of this improvement objective is <b>'We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district'</b>.</p>	<p>A5 Promote uptake of entrepreneurship and business start-up activity.</p> <p>A6 Embed the implementation of the new Planning Portal and improve processing times for major and local applications.</p> <p>A7 Establish the new Rural Economic Accelerator Programme (REAP) to support economically inactive people across the district of Fermanagh and Omagh.</p>	<p>A number of elements of this Improvement Objective have been carried over into next year as a reduction in levels of economic inactivity has been identified as a priority in the new Corporate Plan 2024-2028.</p> <p>The Northern Ireland Business Start Up Programme (NIBSUP) ended in September 2023 and was replaced with the Entrepreneurship Support Service (ESS) marketed as 'Go Succeed'. Targets were achieved in the period April to September on the NIBSUP prior to its completion.</p> <p>In land use planning, the new Planning Portal is now operational and processing times for major and local applications have improved throughout 2023-2024, with targets for local and major applications of 15 and 30 weeks being met. The Planning Team were awarded the prestigious 'NI Planning Authority of the Year' by the Royal Town Planning Institute (RTPI).</p> <p>The new REAP Project was launched on 05 October 2023 and is starting to have an impact with improving participant numbers. This work has been carried over into the new PIP 2024-2025 in terms of a continuing focus on improving employability levels in the district.</p>



## 2.1 | Key achievements

A snapshot of some of the key achievements for 2023-2024 is illustrated in **Table 2: Key Achievements 2023-2024** below.

<h3>People and Communities</h3> 	<h3>Shared Prosperity</h3> 	<h3>Climate Action</h3> 
<p><b>25,035</b> people supported through the hardship fund</p> 	<p><b>440</b> people trained on the new planning portal</p> 	<p><b>4,370</b> people, schools, and community groups etc involved in environmental activities at year end</p> 
<p><b>143 households</b> supported through the Western Response and Action on Poverty (WRAP)</p> 	<p><b>£250K+</b> secured for the new Enterprise Support Service</p> 	<p>Establishment of an Elected Member's <b>Waste and Recycling Working Group</b></p> 
<p>Review of the <b>General Advice</b> contract and implementation of recommendations completed</p> 	<p><b>156</b> programme participants (new Rural Economic Accelerator Programme)</p> 	<p><b>Energy Management Dashboard</b> developed and 7.8% increase of monthly energy reading Jot Forms completed</p> 
<p><b>807</b> outward referrals made to organisations to support those most in need within the district</p> 	<p><b>197 Business Plans</b> approved, and <b>117 jobs created</b> under the new Go Succeed Programmes</p> 	<p><b>17.77% reduction in CO2e</b> from FODC built estate</p> 
<p>School's Food Programme rolled out in <b>86</b> schools</p> 	<p>Processing <b>major</b> and <b>local planning application</b> targets met</p> 	<p>Baseline developed for water consumption <b>41,600m<sup>3</sup></b> (9% reduction from 2020)</p> 

## 2.2 | Impact of Improvement Objectives 2023-2024

### Good News Stories

**Fermanagh and Omagh District Council**  
17 Jun · 🌐

🏆 1900 children and adults have participated in a physical activity programme by getting active at a number of free events across Fermanagh and Omagh 🏆

Activities including archery, badminton, basketball, boccia, boxercise, canoeing, chair-based exercise, circuits, cricket, dance, football, gymnastics, handball, multisport, old-time dance, sailing, volleyball and yoga within community settings and netball, pickleball and swimming at Council leisure centres.

👏 This initiative was made possible with funding received from **Sport NI** through the Department for Communities (DfC).

👉 <https://bit.ly/4cqACfk>

**#Fodc Hospital Rd Community Association Omagh**  
**HRCA Lakeland Community Care Strathroy Sca Trillick Leisure Centre**



**Fermanagh and Omagh District Council**  
5 Apr · 🌐

Almost 90 schools benefited from a recent council food support programme. Funded by the D... See more

**Fermanagh and Omagh District Council**  
24 Mar · 🌐

🏠 Call for Sites 🏠  
Do you have a site you think is suitable for a housing or economic development land use? Call in to see us tomorrow at one of our drop in sessions in **#Irvinestown** and **#Carrickmore**. Get involved in the Local Development Plan process!  
Further info also available at: <https://bit.ly/43fJxx0>  
**#FODC**

Local Development Plan  
**Call for Sites**  
Next Information Session;

Venue	Date	Time
Bawnacre Centre Irvinestown	25 March	2pm - 4pm & 6pm - 8pm
Milestone Centre, Carrickmore	25 March	2pm - 4pm & 6pm - 8pm

**Fermanagh and Omagh District Council**  
18 Feb · 🌐

We were pleased to bring the Community Funding and Advice Fair and Grant Aid Information Session to Omagh this week, after the event was held in Enniskillen.

We hope everyone found it useful and is now more informed about the funding they can apply for for their communities.

For all the information on Grant Aid visit 📄  
<https://bit.ly/485T3Ug>

**#FODCCommunity #SupportingFODC**



**Fermanagh and Omagh District Council**  
29 Feb · 🌐

**#FODC** recently supported a project by **#Drumquin** Healthy Living Partnership as part of the Covid Recovery Small Settlement Regeneration Programme.

The project, which saw investment of £156,000 including funding from the Partnership, has enhanced the area in the vicinity of Drumquin Wolfstones GAA grounds. The improvements have also created a safe and accessible space for residents and the wider community to use.

**#AroundTheDistrict**



**Fermanagh and Omagh District Council**  
16 Apr · 🌐

**#FODC** is pleased to be one of only two councils who have met the planning statutory targets for ... See more

Major applications processing time 26.4 wks  
Local applications processing time 13.4 wks

**Fermanagh and Omagh District Council**  
14 May · 🌐

Pickleball is a new fun racquet sport, originating from America, now available across Fermanagh ... See more

**New sport now available**

**Play Pickleball for £5 in May 2024**

- 🏠 Equipment provided
- 👤 Suitable for 2 or 4 players
- 📍 Council leisure complexes

**Fermanagh and Omagh District Council**  
17 Jun · 🌐

**Royal Town Planning Institute Awards**

🌟 We are delighted that our Planning Team has been awarded Planning Authority of the Year in Northern Ireland at the recent Royal Town Planning Institute Awards.

The team will now go on to represent Northern Ireland at the National Awards in November 2024.

Well done to all 🥳

**#FODC #FOPlanning**

🌟 Recently the **Chair of Fermanagh & Omagh** District Council, Councillor Thomas O'Reilly, hosted the third in the series of Business Breakfasts to support local businesses.

This Breakfast was targeted at Food and Beverage businesses to identify opportunities within the sector.

To read more 👉 [tinyurl.com/ys8fsfad](https://tinyurl.com/ys8fsfad)

**#FODC #FOBusinesses**  
**Food NI Enniskillen Taste Experience**



**Fermanagh and Omagh District Council**  
19 Feb · 🌐

Tailored mentoring, workshops, webinars and bootcamps, and the opportunity to apply to... See more

**BOOST YOUR BUSINESS**  
with 10 to 21  
**Hours of Expert Mentorship**  
Follow The Link & Sign Up Today

Go Succeed  
**Grow**



**Fermanagh and Omagh District Council**  
1 Mar · 🌐

🍎 Thank you to everyone who attended our 1st meeting of the Fermanagh and Omagh Sustainable Food Partnership.

🌱 This was a successful meeting and we look forward to working with all the businesses and community groups to develop the Action Plan for the Partnership.

To find out more 📄 [bit.ly/FOsustainableFood](https://bit.ly/FOsustainableFood)

#FODC #ClimateChange #Sustainability



**Fermanagh and Omagh District Council**  
10 Feb · 🌐

Well done to everyone who has completed week 5 of this 12 week Chair Based Exercise Programme, held in the CKS Community Centre, Omagh.

Chair based exercise is a type of physical activity where participants complete exercises while seated.

Thank you to the Public Health Agency for funding this programme, limited spaces are still available, sign up here 📄 <https://bit.ly/42vw3w>.

#FODC #FOCommunityWellbeing #FOGetActive



**Fermanagh and Omagh District Council**  
13 Feb · 🌐

#FODC, in conjunction with #Roslea and District Community Forum, recently completed a significant project to establish and MUGA (Multi Use Games Area) in the village.

The project, which has seen a total investment of approximately £315,000, has provided an excellent multi-use facility for use by local residents of all ages.

#AroundTheDistrict



**Fermanagh and Omagh District Council**  
20 Mar · 🌐

🌟 Join the Digital Employment Academy!  
This FREE 8-wk programme, exclusively for... See more

**Digital Skills Programme** Get in Touch [academy@proffitee.com](mailto:academy@proffitee.com)

Enhance your **employment opportunities** with our FREE Digital Skills Programme.

- Social Media
- CyberSecurity
- Video Marketing
- Writing Content
- Using LinkedIn
- Digital Strategy
- Building A Website
- Employment Skills

Partners: Communities, Pabal, Communities, Fermanagh & Omagh District Council, Comhairle Ceantair Fhear Manach agus na hOmaí

**Fermanagh and Omagh District Council**  
25 Mar · 🌐

The Digital Transformation Flexible Fund can offer eligible businesses and social enterprises help to fund their digital transformation project.

Digital technology is transforming the way in which businesses operate, helping them to gain a competitive edge and achieve long term success. The DTFF grants are worth between £5,000 and £20,000 and are designed to help small and micro businesses accelerate their digital transformation ambitions.

If eligible, the grant can fund up to 70% of the cost of a project with 30% match funding from the applicant.

The DTFF programme is a competitive process where proposals are compared to each other to determine those that offer the biggest potential for business growth and digital transformation.

Closing date for applications - Friday 29 March 2024

Find out more 📄 <https://bit.ly/3TNE1P1>



**Fermanagh and Omagh District Council**  
3 Apr · 🌐

🌳 Trees for Bees

🐝 We were delighted to partner with **Lough Erne Landscape Partnership** to plant Trees for Bees at the #FODC Dog Park in Enniskillen.

😊 We were joined by pupils from nine schools to plant 22 native Irish Heritage Apple Trees.

To read more 📄 [tinyurl.com/5n7s5y9s](https://tinyurl.com/5n7s5y9s)

#FODC #FOBiodiversity #ClimateChange  
**Devenish College Enniskillen Integrated Primary School Enniskillen Model Primary School Enniskillen Royal Grammar School Holy Trinity Primary & Nursery School, Enniskillen Jones Memorial Primary School St Fanchea's College St. Joseph's College Enniskillen Willowbridge School**



**Fermanagh and Omagh District Council**  
8 Mar · 🌐

An inspiring woman we'd like to highlight on International Women's Day, is Eileen Drum... See more

**My name is Eileen Drumm. I have a disability, Cerebral Palsy, and I live in Enniskillen.**

**Fermanagh and Omagh District Council**  
22 Apr · 🌐

#FODC, in line with its statutory duty, has launched a consultation on its Improvement Objectives for the year ahead.

The Improvement Objectives have been carefully selected to demonstrate the Council's commitment to driving positive change for the benefit of residents and visitors to the District.

The Improvement Objectives are:

- 📄 We will prioritise the Council progressing towards Net Zero.
- 📄 We will work in partnership to tackle disadvantage to ensure our people have access to opportunities.
- 📄 We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district.
- 📄 We will seek to innovate and advance our governance and digital capabilities to improve the quality of our services and the effectiveness and of the Council.

The Council welcomes all feedback and would encourage everyone to have their say so we can continue to support our communities and address local issues.

To have your say, complete the survey before it closes on Thursday 25 April - <https://bit.ly/3uPwC8h>

#HaveYourSay

2024 - 2025 Improvement Objectives

Public Consultation

Fermanagh & Omagh District Council Comhairle Ceantair Fhear Manach agus na hOmaí







## 3.0 | Our Strategic Planning Framework

### 3.1 | FO 2030 Community Plan

The Fermanagh and Omagh Community Plan 2030 is the district’s overarching strategic plan. It was first published in 2017, following extensive engagement with residents and partners. It sets out a long-term vision for Fermanagh and Omagh and identifies six shared outcomes, supported by 18 population indicators and a shorter-term action plan to help monitor and demonstrate progress towards the outcomes. The Community Planning Strategic Partnership Board (SPB) brings together statutory and non-statutory partners to work together towards achievement of the outcomes, in collaboration with businesses and community and voluntary sector organisations.

During the 2023-2024 year, the SPB reviewed and updated the Community Plan Action Plan 2024-2028 and the following seven priority areas were agreed in February 2024:

### Partnership and Governance

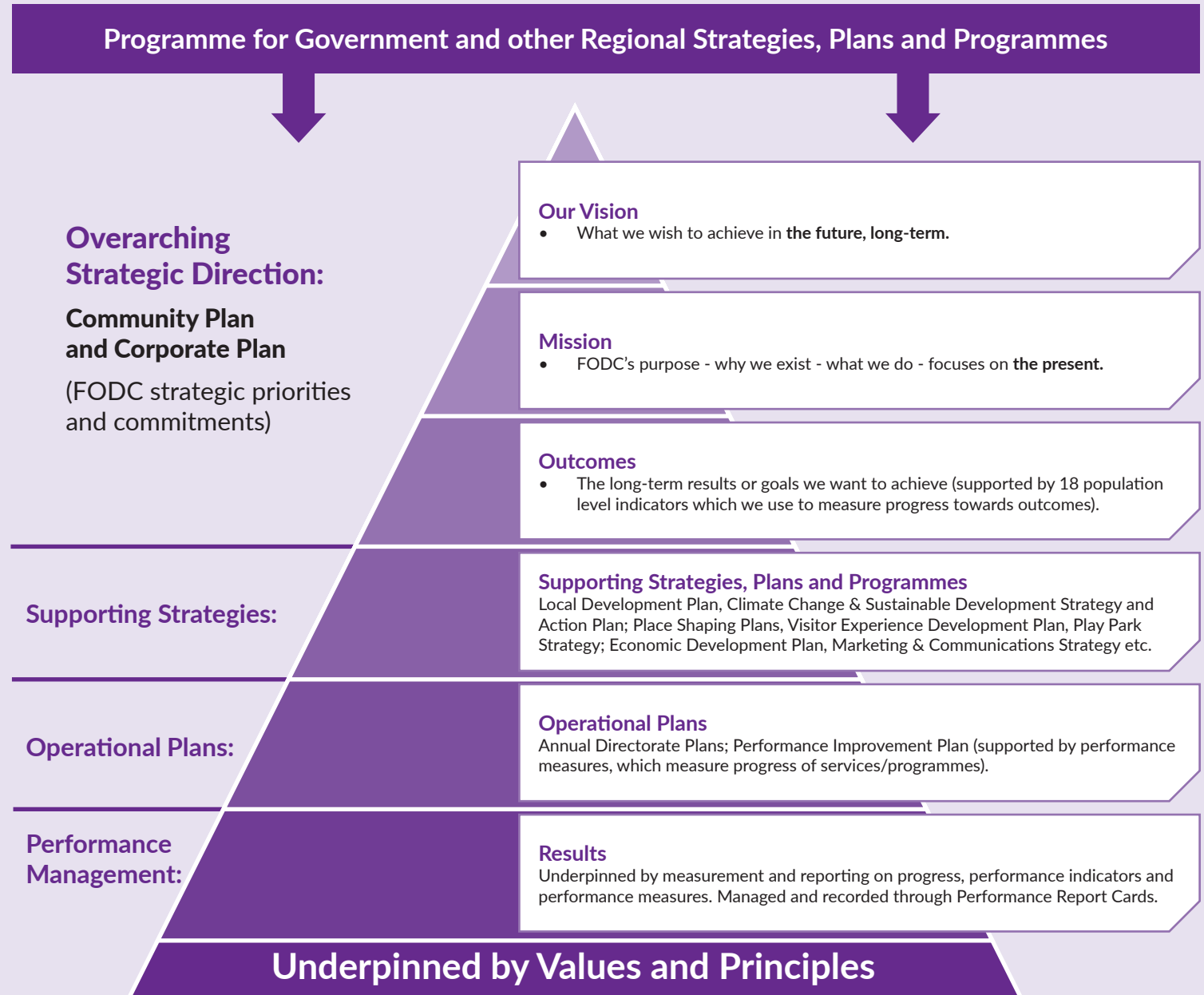
People and Communities		Economy, Infrastructure & Skill		Environment	
<p><b>Improve Citizen Wellbeing</b></p>  <p>Creating the conditions for all citizens to enjoy long, healthy, creative, and valued lives.</p>	<p><b>Inclusive and Empowered Communities</b></p>  <p>Enabling safe, empowered, resilient and connected communities.</p>	<p><b>Enabling an Innovative, Inclusive, and Sustainable Economy</b></p>  <p>Enabling an innovative, inclusive, and sustainable Economy. (NB. to be further scoped through the development of the Fermanagh and Omagh Inclusive Economy Action Plan and the Invest NI Sub Regional Plan)</p>	<p><b>Destination Fermanagh Omagh</b></p>  <p>Increasing visitor spend in the district through investment in quality, regenerative visitor experiences which deliver lasting benefits to places and communities.</p>	<p><b>Climate Action</b></p>  <p>Embed sustainability to ensure progress towards a Net Zero district.</p>	<p><b>Inclusive and Empowered Communities</b></p>  <p>Protect, restore, and enhance our local environment and biodiversity of the district.</p>

**One Partnership:** Ensure an efficient, effective, and agile Partnership founded on good governance practices.







### 3.2 | Council strategic planning and performance framework

The Council’s Corporate Plan sets out its strategic direction for the medium term identifying key corporate priorities and actions and how the Council will contribute towards the district’s Community Plan. The Council has several supporting strategies to help manage and direct specific targeted activity. For example, the Local Development Plan which is the spatial planning framework for the district, and the medium-term Financial Plan which sets out the financial strategy for the Council. These supporting strategies, including this Performance Improvement Plan, are supported by operational plans including annual Directorate Plans to ensure activity for the year ahead is appropriately managed.



The activities set out in the Performance Improvement Plan are focused on improving Council services, however, reference is made to the Community Plan outcomes and population indicators to demonstrate wider strategic alignment. This is demonstrated in the table below:

Strategic Alignment and Framework			
	Improvement Objectives 2024-2025	Corporate Plan Core Priority 2024-2028	FO Community Plan 2030 Outcomes
	<b>IO1.</b> We will prioritise the Council progressing towards Net Zero.	<b>Climate Action:</b> Embed sustainability to ensure progress towards Net Zero by 2040.	<b>6.</b> Our outstanding natural and built environment is sustainably managed and where possible enhanced.
	<b>IO2.</b> We will work in partnership to tackle disadvantage to ensure our people have access to opportunities.	<b>People and Communities:</b> Provide opportunities for everyone to live well.	<b>1.</b> People are healthy and well – physically, mentally, and emotionally. <b>2.</b> Older people lead more engaged, independent, and socially connected lives. <b>3.</b> Our communities are safe, inclusive, resilient, and empowered. <b>4.</b> Our children and young people have the best start in life.
	<b>IO3.</b> We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district.	<b>Shared Prosperity:</b> Drive an inclusive economy and aid prosperity across our district.	<b>5.</b> Our economy is expanding, thriving and outward looking.
	<b>IO4.</b> We will seek to innovate and advance our governance and digital capabilities to improve the quality of our services and the effectiveness and efficiency of the Council.	<b>One Council:</b> Ensure an efficient, effective, and agile Council founded on good governance practices.	<b>One Partnership:</b> Ensure an efficient, effective, and agile Partnership founded on good governance practices.

\*Improvement Objective (IO)

### 3.3 | Statutory guidance and outcomes

Legislation identifies that the Council, when developing its Improvement Objectives, must ensure that each objective relates to one or more of the following requirements:



Furthermore, legislation and guidance identify that the Council must review its Improvement Objectives to satisfy itself that they are:

- **Legitimate:** All Improvement Objectives make a demonstrable contribution to at least one or more of the seven aspects of improvement listed in the Act.
- **Clear:** All Improvement Objectives have performance measures identified and an outline of how each one will contribute to improving quality of life for our citizens through alignment with relevant population indicators.
- **Robust:** All Improvement Objectives outline what improvements citizens can expect.
- **Deliverable:** All Improvement Objectives are linked to service areas and Directorate Plans with defined budgets in place for promoting delivery.
- **Demonstrable:** All Improvement Objectives have identified the evidence that will be requested on a quarterly basis to demonstrate impact (see Section 5 for full analysis).

In addition to the requirements of legislation and statutory guidance, we also apply an outcomes-based approach to our Improvement Objectives. This means focusing on the impact, or end-results, of our improvement activities rather than solely on the service or process. Under each of our Improvement Objectives, we therefore explain the rationale for each Improvement Objective:

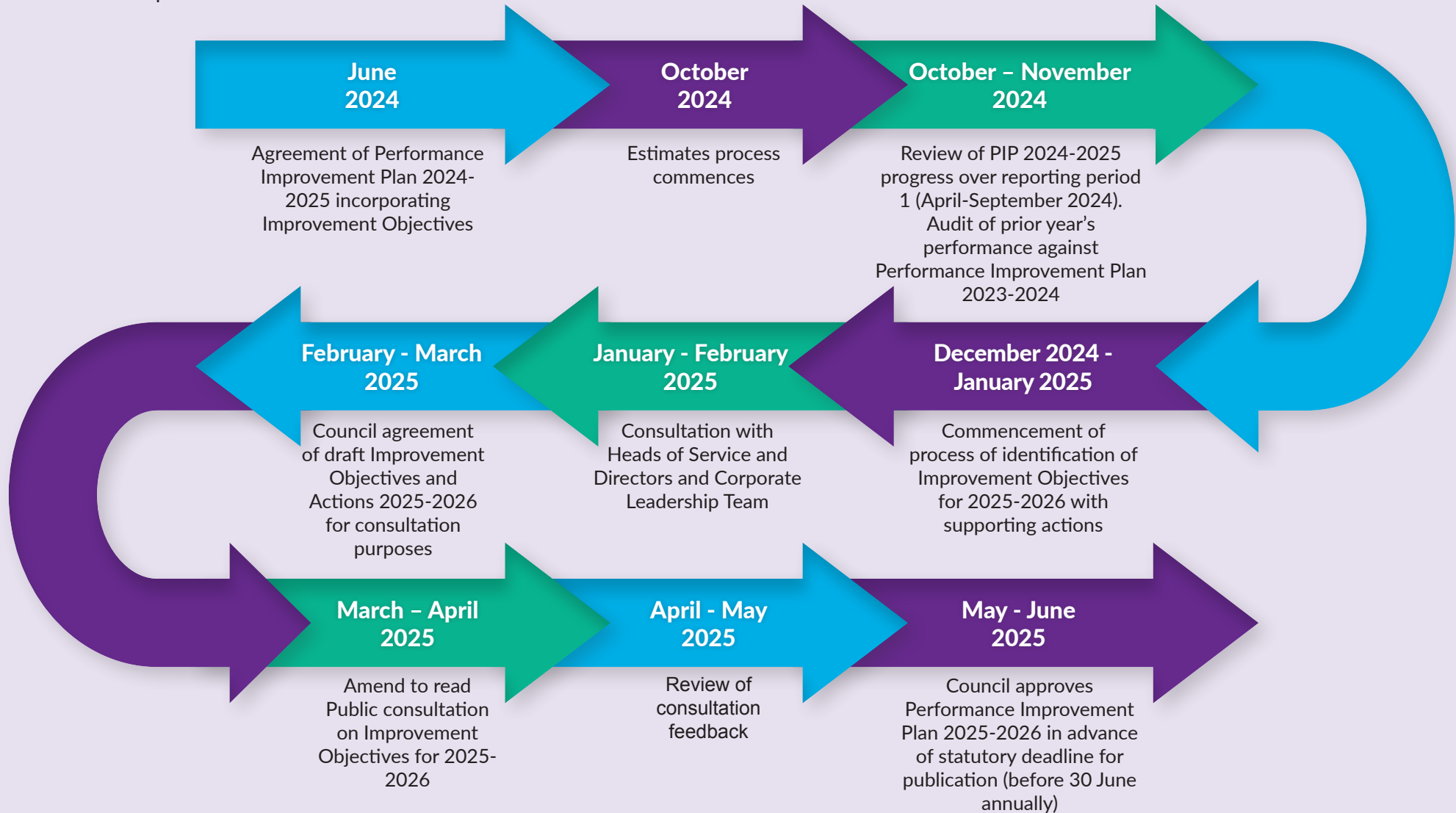
- **What's the story behind the baseline (i.e. why it's important)**
- **What we want to achieve**
- **What we will do, and**
- **How we will measure what we've done and the impact we've achieved.**



### 3.4 | Annual review

Every year we review, consult upon and update our Improvement Objectives to ensure we continue to focus on the right areas of improvement. This process is supported by an initial assessment of the previous year's Improvement Objectives in terms of the progress achieved, the current strategic context and the statutory guidance. This forms part of our annual corporate planning process. We then share our draft improvement objectives and proposed actions with the public for comment. Only when our residents have had an opportunity to have their say, do we finalise the improvement plan.

Our annual review process for 2024-2025 is set out in the timeline below:



### 3.5 | Consultation and Engagement

A commitment to 'Engagement and Involvement' is set out in the Council's Corporate Plan as a shared value and this commitment is evident through development of Council strategies, plans and policies.

The consultation process in respect of the Council's Performance Improvement Plan 2024-2025 took an evidence based and participative approach. Consultation with all internal Council staff took place regarding potential areas for improvement. This followed on from a review of the Council's performance towards the actions set out in its Corporate Plan 2020-24 and a series of meetings with Directors and Heads of Service to establish the draft content.

This work, which included consideration of budgetary constraints and funding challenges, the impacts of the cost-of-living crisis, the climate emergency and new legislative responsibilities and an overview of progress towards improvement objectives identified in 2023-2024, enabled the Council to develop an updated suite of Improvement Objectives and actions for 2024-2025.

Public consultation was undertaken on both the Improvement Objectives and the new Corporate Plan 2024-2028. A range of consultation methods were adopted, identifying key target groups and ensuring all Section 75 categories had an opportunity to respond. Public consultation on the Improvement Objectives ran from 6 March until 24 April 2024. Consultation responses could be submitted in writing (either by email or letter), online survey or by contacting a Council Official to discuss. This consultation was conducted in line with GDPR Regulations (2018).

**2024 - 2025 Improvement Objectives**

**Public Consultation**

SCAN ME 

Fermanagh & Omagh District Council  
Comhairle Ceantair Fhear Manach agus na hÓmaí

Fermanagh and Omagh District Council  
April 22 · 🌐

#FOOC, in line with its statutory duty, has launched a consultation on its Improvement Objectives for the year ahead. The Improvement Objectives have been carefully selected to demonstrate the Council's commitment to driving positive change for the benefit of residents and visitors to the District. The Improvement Objectives are:

- 👉 We will prioritise the Council progressing towards Net Zero.
- 👉 We will work in partnership to tackle disadvantage to ensure our people have acce... See more

**2024 - 2025 Improvement Objectives**

**Public Consultation**

Fermanagh & Omagh District Council  
Comhairle Ceantair Fhear Manach agus na hÓmaí

## Key findings: Performance Improvement Plan 2024-2025 Consultation

86%

agreed that Improvement Objective **'tackling disadvantage'** was the highest priority.



78%

agreed Improvement Objective **'inclusive economy and shared prosperity'** was a key priority.



75%

agreed Improvement Objective **'advancing councils' digital capabilities'** was a key priority.



69%

agreed Improvement Objective **'prioritise progressing towards Net Zero'** was a key priority.



86%

of respondents agreed the action **'providing immediate support for people living in poverty'** was important.



81%

of respondents agreed the action **'to reduce the Council's fleet emissions using sustainable fuels'** was important.



81%

of respondents agreed the action **'Develop and agree an Inclusive Economy Action Plan and Network'** was important.



134 responses to staff survey consultation

36 online survey responses received.





At the closing date, 36 responses were received from the public consultation and 134 responses from staff. An overall total of 170 responses received. This is an increase of 81 from last year. Public consultation confirmed a high level of support for the Improvement Objectives. This feedback directly informed the content of the Performance Improvement Plan 2024-2025 and is outlined in the Consultation Report.

## Example of Communication methods used



### Staff

#### Detail:

Consultation with all Council staff using all staff email, surveys, and focus group discussions with Heads of Service and Managers

#### Impact:

**134** contributions



### Email Campaign

#### Detail:

Internal/External Databases targeted

- Community Planning Partnership
- Community and Voluntary Sector database
- Business Sector database
- Place Shaping Steering Groups (Enniskillen and Omagh)
- Access and Inclusion Group
- Community and Voluntary Sector Forum
- Internal Climate Change Working Group
- Community Planning Partners
- Schools - Primary and Secondary (on Climate Change theme through KNIB, Eco School)

#### Impact:

Over **17,000** on data bases contacted



### Social Media Platforms

#### Detail:

Utilisation of FODC Social Media platforms

- 5 Facebook posts over 7-week period
- 5 LinkedIn posts over 7-week period

#### Impact:

Facebook (reach 8,839 inc. comments)  
LinkedIn (856 impressions including comments)



### Local Press

#### Detail:

Newspaper Notices in all local papers (4) on week commencing 04 March 2024



### Online Survey

**36** Online survey responses received.

## 4.0 | Statutory Performance Indicators and Standards

Section 89 of the Local Government Act (NI) 2014 requires the Council to publish the results of the performance measures (indicators\*) and standards that are set by central government around economic development, planning and waste management. The seven statutory performance measures and standards, as outlined in the Local Government Performance Indicators and Standards Order (2015), are set out below (NB: following verification, data on performance for 2023-2024 will be published in the Council's Annual Performance Report 2023-2024 in September 2024:

Statutory Indicator	2018-2019		2019-2020		2020-2021		2021-2022		2022-2023		RAG Status
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
ED1: The number of jobs promoted through business start-up activity	170	170	170	172	170	101	170	186	170	186	10 of 11 councils met their targets this year.
P1: The average processing time of major planning applications	30 weeks	22 weeks	30 weeks	23.4 weeks	30 weeks	58.6 weeks	30 weeks	110.2 weeks	30 weeks	64 weeks	FODC is ranked 6th out of 11 Councils with the highest at 104.5 weeks and the lowest at 46.4 weeks. However, it should be noted that FODC had the greatest decrease from 110.2 weeks to 64 weeks. No councils were within the 30 weeks target.
P2: The average processing time of local planning applications	15 weeks	12.2 weeks	15 weeks	10.6 weeks	15 weeks	15.6 weeks	15 weeks	16.4 weeks	15 weeks	13 weeks	FODC is ranked 2nd out of 11 Councils. The average for all Councils was 19 weeks with the highest 32.7 weeks and the lowest 8.6 weeks.
P3: The percentage of enforcement cases processed within 39 weeks	70%	84.9%	70%	81.1%	70%	56.6%	70%	60.6%	70%	No statistics available for this due to the transition to the new planning portal.	No Councils were able to supply this information in 2022-2023 so no comparison can be made.

Statutory Indicator	2018-2019		2019-2020		2020-2021		2021-2022		2022-2023		RAG Status
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
W1: Household waste preparing for reuse, dry recycling, and composting rate	50% by 2020 (FODC target set of min of 1% increase pa)	49.3%	50% by 2020 (FODC target set of min of 1% increase pa)	49.1%	50% by 2020 (FODC target set of min of 1% increase pa)	47.3%	50% by 2020 (FODC target set of min of 1% increase pa)	47.7%	50% by 2020	47.4% This figure had not been validated by the Department.  47.5% Verified figure. May 2024	FODC is ranked 9th out of 11 councils. The provisional average for Northern Ireland is 50.7%.
W2: The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	< 14,675 tonnes	13,677	< 13,781 tonnes	13,473	< 13,781	14,410 tonnes	< 13,781	14,026 tonnes	<13,781 tonnes	13,586 This figure had not been validated by the Department.  13,579 tonnes Verified figure. May 2024.	FODC is ranked 5th out of 11 councils. 4 Councils reported more bio gradable to landfill.
W3: The amount (tonnage) of Local Authority Collected Municipal Waste Arisings	n/a	55,931 tonnes	n/a	55,224	n/a	58,108 tonnes	n/a	58,211 tonnes	n/a	55,362 tonnes  55,362 tonnes Verified figure. May 2024.	FODC had the lowest waste arisings in 2022-2023 or the second consecutive year



The Council has put in place the following arrangements to monitor progress against the standards set for the statutory performance measures:

- Statutory indicator ED1 is assigned to Improvement Objective 2 **'We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district'**.
- Statutory indicators W1, W2 and W3 are assigned to Improvement Objective 1 **'We will prioritise the Council progressing towards Net Zero'**.
- Data on statutory indicators P1-P3 is published quarterly by the Department for Infrastructure and reported to the Council's Planning Committee.
- Inclusion within the Performance Improvement Plan, with progress monitored biannually through the Corporate Leadership Team and Council reporting **Appendix 1: Taking Stock impact report 2023-2024** provides a trend analysis of all 48 performance measures over the financial year with information provided every six months and analysis provided against previous reporting periods and baselines where relevant.
- Inclusion within Directorate Business Plans, with progress being monitored monthly at Heads of Service meetings.
- Inclusion on service area team meetings.
- Data submissions to Government Departments, with reports being issued to monitor the performance of each Council, outlining regional trends and comparisons.

## 5.0 | Improvement Objectives 2024-2025 – What we propose we will do?

Further to the development of the Council’s Corporate Plan 2024-2028 which identifies the Council’s key priorities, the Council will align its Improvement Objectives over this period to these priorities. Whilst the Improvement Objectives are likely to remain unchanged the associated actions will evolve and develop as progress is achieved and to reflect areas of challenge as identified through ongoing review of data, evidence and consultation.

The tables below provide further detail on each of the four Improvement Objectives adopted, how each aligns to the United Nations’ Sustainable Development Goals, FO 2030 Community Plan, Corporate Plan 2024–2028 ‘Our Council, Our Plan’, and relevant strategies at regional and local level. Information is provided on evidence and data trends which have supported identification of each Improvement Objective.

### 5.1 | We will prioritise the Council progressing towards Net Zero

<p><b>Improvement Objective One</b></p>	<p><b>Lead officer: Director of Environment and Place</b>  <b>Supported by: Lead Climate Change and Sustainable Development Officer and Head of Waste Management</b></p>
<p><b>Related Community Plan theme, Outcome(s) and Corporate Plan priority area</b></p>	<p><b>Theme:</b> Environment.</p> <p><b>Outcome 6:</b> Our outstanding natural and built environment is sustainably managed and, where possible, enhanced.</p> <p><b>FODC Corporate Priority:</b> Climate Action - Embed sustainability to ensure progress towards Net Zero by 2040.</p>
<p><b>Links to UN Sustainable Development Goals</b></p>	
<p><b>Target Customers</b></p>	<ul style="list-style-type: none"> <li>• All residents</li> <li>• Businesses</li> <li>• Agriculture sector</li> <li>• Green energy providers</li> </ul>

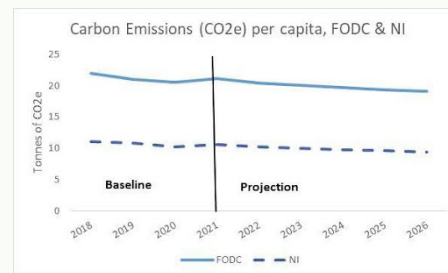
### Strategic significance at regional and local level

- Statutory Partners
  - Community and Voluntary sector groups
  - Schools and education sectors
  - Council Staff (inc. Building Managers)
  - Land and Property Developers
- Building Forward: Consolidated COVID19 Recovery Plan (NI Executive)
  - Climate Change Act (Northern Ireland) 2022
  - Draft Green Growth Strategy for Northern Ireland
  - Draft Environment Strategy for Northern Ireland
  - The Path to Net Zero Energy (Secure. Affordable. Clean) (December 2021)
  - FODC Climate Change and Sustainable Development Strategy 2020-2030 and Action Plan 'Restore, Revive, Thrive'
  - Local Development Plan 2030: Plan Strategy
  - FODC Biodiversity Strategy 2022-2027 and Biodiversity Action Plan
  - FODC Energy Management Policy 2020- 2030
  - FODC Estate Strategy 2020-2030
  - FODC Fleet Strategy

### What's the story behind the baseline?

Outcome 6 measures four population indicators at strategic level, two of which are directly linked and are outlined below:

#### 6a: Carbon emissions



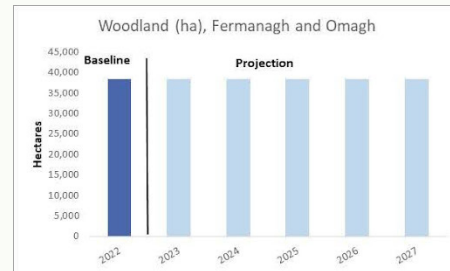
The average emissions level per resident of the Fermanagh and Omagh is 21.1 tonnes of CO2e per annum . This is significantly higher than the average NI resident (10.6 tonnes CO2e). The CO2e emissions in FODC comprise of:

- 11.1 tonnes of CO2 (52%)
- 7.9 tonnes of methane (CH4) (37%)
- 2.2 tonnes of nitrous oxide (N2O) (10%).

These are all above the NI average but are likely to be driven in part by the km of roads in the (large) Fermanagh and Omagh district and primary industry.



## 6d: Natural Environment Woodland



There are 38,286 hectares of woodland in the Fermanagh and Omagh District.

This includes conifer, broadleaf, mixed, short rotation coppice, regenerating woodland and types of unknown. Approximately 1/3 of NI's woodland is in Fermanagh and Omagh.

The provision and good maintenance of woodland is vital to ensuring a thriving range of wildlife, flowers, and fauna. It is also a key contributor

to carbon sequestration.

### Summary analysis:

Climate Change is essentially the most significant challenge we face in the next ten years, globally. This objective has been retained from the Performance Improvement Plan 2023-2024 as it is a key priority in the Green Growth and Sustainability Outcome in the NI Executive's Recovery Plan and it is the focus of implementation of the Council's Climate Change Action Plan 'Restore, Revive and Thrive'. The Climate Act (NI) 2022 brings a new legislative remit that all public bodies and businesses must implement and report on in NI. It sets out a clear policy direction to reduce carbon emissions alongside our work to meet our target to become a Net Zero Council by 2040 and a Net Zero District by 2042. It is still unclear how regional government will support local councils to meet Net Zero targets at local level through its central budget allocation, however, climate change is central to all our activities, and we plan to lead the Council and community to carbon neutrality while acknowledging the financial constraints we are working within.

The Council wants to ensure that it has in place all the necessary processes and support mechanisms to capitalise on opportunities and meet its new legislative responsibilities.

A priority of the new Corporate Plan 2024-2028 is to progress as an organisation towards Net Zero. The Council is currently seeking ways to do this and has identified its estate, fleet, and amount of waste to landfill as key areas of focus in the financial year 2024-2025 (however ongoing work in other areas will also be progressed).

Statutory Service Criteria	<ol style="list-style-type: none"> <li>1. Strategic Effectiveness</li> <li>2. Service Quality</li> <li>3. Service Availability</li> <li>4. Efficiency</li> <li>5. Sustainability</li> <li>6. Innovation</li> </ol>		
Actions (What we propose to do)	What might this look like	Milestones/Reporting Periods (RP) RP1: 1 <sup>st</sup> April 2024 - 30 <sup>th</sup> September 2024 RP2: 1 <sup>st</sup> October 2024 - 31 <sup>st</sup> March 2025	How we measure progress Performance Measures
Determine the Energy Performance Rating (EPC) of our estate to improve our energy management and efficiency.	<ul style="list-style-type: none"> <li>• Undertake EPC audits of priority one buildings.</li> <li>• Analyse the results of audits to support the development and delivery of an action plan with recommendations to reduce our energy use and promote energy efficiency practices (note this best idea is aligned to Corporate Plan lifetime)</li> </ul>	<p>RP1 – # of audits completed in priority listed buildings.</p> <p>RP2 – # of audits completed in priority listed buildings.</p>	# of Priority 1 buildings within Council estate with an EPC rating
Increase the % of household waste preparing for reuse, recycling or composting.	<ul style="list-style-type: none"> <li>• Progress a waste transformation project to deliver an efficient and effective waste management service.</li> <li>• Review the findings of the Small Business Research Institute pilot to inform efforts to increase the amount and quality of waste that is recycled using persuasive technologies and Artificial Intelligence.</li> </ul>	<p>RP1 – Implementation of Flexible Working Arrangements (Task and Finish Working Group) review.</p> <p>RP1 - Establish a Waste and Recycling Working Group.</p> <p>RP1- Respond to Rethinking our Resources Measure for climate action and a Circular Economy Consultation.</p>	<p>% of household waste collected that is sent for recycling (including waste prepared for re-use)</p> <p># The amount (tonnage) of biodegradable local authority collected municipal waste that is landfilled</p>

	<ul style="list-style-type: none"> <li>• Continue to promote campaigns to support a circular economy e.g. Clean, Dry, Empty, Flat (CDEF) campaign.</li> <li>• Develop initiatives to promote waste management and recycling and identify associated funding opportunities.</li> </ul>	<p>RP1 – Facilitate knowledge sharing event on outcome of SBRI pilot project.</p> <p>Ongoing – PR /Comms approach is continuously reviewed.</p> <p>RP1 – Funding identified, and application submitted.</p> <p>RP2 – Funding identified, and application submitted.</p>	<p># The amount of (tonnage) of local authority collected municipal waste arisings</p> <p># participants attending Knowledge Sharing Event</p> <p>% engagement rate for waste communications and circular economy</p> <p># funding applications submitted</p>
<p>Reduce the Council’s fleet emissions using sustainable fuels.</p>	<ul style="list-style-type: none"> <li>• Increase the extent of the Council fleet using sustainable fuels.</li> <li>• Continue to work with external partners to identify opportunities for the use of sustainable fuel sources.</li> </ul>	<p>RP1 – Review the findings of the HVO pilot to assess the benefits of extending the pilot across additional Council fleet.</p> <p>RP1 – Implement Phase 2 pilot at Gortrush.</p> <p>RP2 – Start to progress the review of the Council’s Fleet Strategy 2021-2025.</p>	<p># vehicles fueled by HVO</p> <p>CO2e emissions from the Council fleet</p>

### What difference will these actions potentially make?

- Embed the legislative duties contained in the Climate Change Act (NI) 2022 into our governance, processes, and interventions at local level.
- Improve the environmental behaviours of our citizens and encourage a more sustainable approach.
- A sustainable and transformative approach to waste management.
- Reduce the carbon emissions of our Council’s own fleet, learning from HVO pilot and other relevant good practice models.
- Assurance that ongoing efforts are being made to reduce CO2 levels and support positive climate action through more sustainable management of the Council’s estate and energy consumption levels.



## 5.2 | We will work in partnership to tackle disadvantage to ensure our people have access to opportunities.

<p><b>Improvement Objective Two</b></p>	<p><b>Lead officer: Director of Community and Wellbeing</b>  <b>Supported by: Head of Community Services and Head of Wellbeing and Cultural Services</b></p>
<p><b>Related Community Plan Theme, Outcome(s) and Corporate Plan priority area</b></p>	<p><b>Theme:</b> People and Communities.  <b>Outcome 1:</b> Our people are healthy and well – physically, mentally, and emotionally.  <b>Outcome 3:</b> Our communities are inclusive, safe, resilient, and empowered.  <b>Outcome 4.</b> Our children and young people have the best start in life.  <b>FODC Corporate Priority: People and Communities:</b> Provide opportunities for everyone to live well.</p>
<p><b>Links to UN Sustainable Development Goals</b></p>	
<p><b>Target customers</b></p>	<ul style="list-style-type: none"> <li>• All Residents</li> <li>• Low-income households</li> <li>• Families</li> <li>• Women &amp; Girls</li> <li>• Black, Asian and Minority Ethnic</li> <li>• Children and young people</li> <li>• Single households</li> <li>• People with a disability</li> <li>• People suffering from an illness</li> </ul>

**Strategic significance at regional and local level**

- Building Forward: Consolidated COVID19 Recovery Plan (NIE)
- DfC emerging Anti-Poverty Strategy
- DfC emerging People and Place Strategy
- DoH emerging Strategic Framework to prevent the harm caused by obesity and improved diet and levels of physical activity.
- The Child Poverty Strategy: 2014 -2017
- NI Children and Young People’s Strategy 2020-2030
- Mental Health Strategy (NI) 2021-2031
- Sport NI Active Living Strategy 2022
- FODC Active Together Strategy
- FODC emerging Anti-Poverty Strategy and emerging Action Plan
- FO Age Friendly Strategy

**What’s the story behind the baseline?**

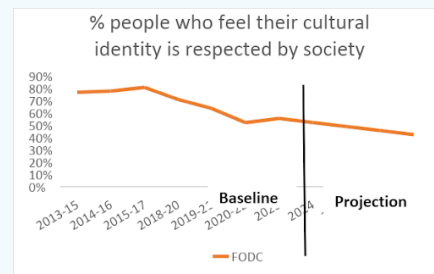
Outcomes One, Three and Four have nine population indicators, four of which are directly relevant. These are outlined below:

**3a: Relative poverty:**

The latest data (2019-2020 – 2022-2023) suggest that 20% of people in Fermanagh and Omagh live in relative poverty, before housing costs and 21% after housing costs. This is a decrease of 7 percentage points from the previous data point (2018-2019 – 2021-2022).

However, on average over the past 7 years, over one-in-five residents in Fermanagh and Omagh are deemed to live in relative poverty. Is this acceptable? Poverty (and deprivation) contributes negatively to a wide range of issues, including health, education, and economic outcomes.

**3c: Life Satisfaction**

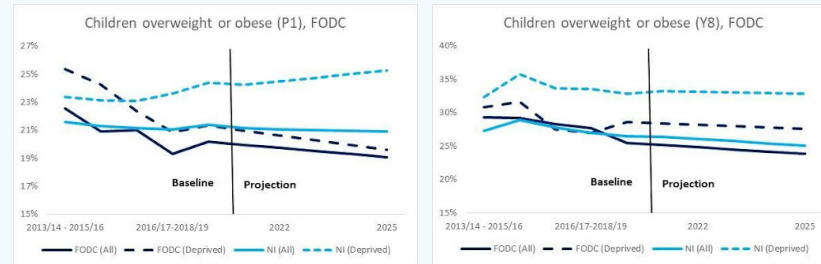


Life satisfaction is measured as a score / 10 across a range of facets of life:

- General life
- Physical health
- Mental health/emotional wellbeing
- Finances
- Living conditions
- Connectivity

The average score shows that people with a disability/limiting long term illness report a lower life satisfaction score. The difference was more marked in 2018 (the pre-Covid-19 era).

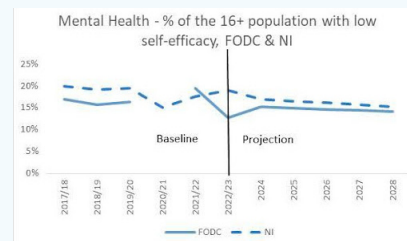
#### 4a: Health Childhood obesity



In Fermanagh and Omagh, 19% of P1 children and 27% of Y8 children are overweight or obese. This is higher in deprived areas (24% and 32% respectively). These figures relate to the 2022-2023 year. Data was unavailable for 2020-2021 and 2021-2022 (for Y8 only) due to Covid-19 restrictions. The trend suggests a continuation of the (marginal) downward trend;

however, the issue is whether it is acceptable to have over 1 in 5 children overweight and how this may impact future health outcomes.

#### 1c: Mental Health - % of the 16+ population with low self-efficacy



The latest data (2022-2023) suggests that 13% of people living in Fermanagh and Omagh have low self-efficacy. This is a statistically significant difference from the NI average. However, the significant change year-on-year in Fermanagh and Omagh is an anomaly and should be treated with caution. People with low self-efficacy have low self-confidence and thus feeling they have a minimal ability to control their own lives. Self-efficacy is considered as a pre-cursor to mental health; a person who has

low self-efficacy doubts their abilities, are less ambitious and give up on their aims when challenged.

#### Summary analysis:

In 2022-2023, 18% of individuals (approx. 349,000 people) were estimated to be living in relative poverty; compared to 16% in 2021-2022. The percentage of individuals in absolute poverty in 2022-2023 stood at 14% (approx. 271,000 people); compared to 13% in 2021-2022. With the exception of pensioners, poverty estimates have increased in NI in 2022-2023 from some historic lows in the previous year. While most of the changes are not statistically significant, the increases in children in relative poverty (before housing costs) and working age adults in absolute poverty (after housing costs) are. In general, poverty rates in NI seem to be returning to pre-pandemic levels.

Poverty within FO has been a longstanding, deep rooted issue. The FODC locality claims almost one tenth of the 10% most income deprived Super Output Areas (SOAs) in NI. Poverty rates in FO are higher than the Northern Ireland average and a fifth of children here currently live in poverty. FO specific research

has highlighted that there are areas where co-poverties exist, namely fuel, food and transport poverty and concluded that:

- 157 Small Areas (59%) are high-risk clusters for either fuel, food or transport poverty
- 52 Small Areas (33%) experience at least two types of poverty
- 4 Small Areas experience all three types of poverty (fuel, food and transport).

FO has the largest land mass and smallest population of all Local Authority areas within NI. Almost 70% of our residents live outside the main towns of Enniskillen and Omagh and accessing the majority of services, jobs and opportunities can be difficult. Our residents have self-reported low levels of physical activity, whilst official statistics indicate high levels of residents within the WHSCT are overweight or obese and higher than NI average levels of dental cavities in those under 18. The cost-of-living crisis is having a significant impact on our residents with advice services reporting that debt queries have increased, in part, arising due to our lower than NI average Gross Disposable Household Income (GDHI). FODC recognises that reducing poverty and improving life chances cannot just be about mitigating the impact of the severe hardship many residents are currently facing but, tackling the root causes and work in Improvement Objective 3 of this plan will support addressing the long-term issues of economic inactivity, low wage levels and enhancing skills. However, immediate support is undoubtedly needed, and this improvement objective will work to support people now.

#### Statutory Service Criteria

1. Strategic Effectiveness
2. Service Availability
3. Fairness
4. Sustainability
5. Innovation



<b>Actions (What we propose to do)</b>	<b>What might this look like</b>	<b>Milestones/Reporting Periods (RP)</b> RP1: 1st April 2024 – 30th September 2024 RP2: 1st October 2024 – 31st March 2025	<b>How we measure Progress Performance Measures</b>
<p><b>Provide immediate support for people living in poverty.</b></p>	<p>Progress with the development and implementation of the Anti-Poverty Action Plan, based on the strategic direction as per the Strategy. This will include:</p> <p>Building and sustaining the partnerships established and ensuring effective allocation of resources through the continual evaluation of programmes and initiatives.</p> <p>Developing and delivering a communications plan to work to reduce the stigma associated with poverty and empower people to seek support when required.</p>	<p>RP1- Launch of the Generalist Advice Contract.</p> <p>RP1-Launch Anti-Poverty Strategy Consultation.</p> <p>RP1* – Launch of wraparound poverty support programme*.</p> <p>RP1 – Review consultation feedback and develop consultation report and the Anti-Poverty Action Plan.</p> <p>RP1 – Launch Strategy &amp; Action Plan with Public.</p> <p>RP1 – Establish Anti-Poverty Network and agree Term of Reference.</p> <p>RP2- Develop and agree the performance management framework for the Anti-Poverty Network.</p> <p>RP2 –Researching best practise models, develop and agree a Communication Plan to reduce the stigma associated with poverty.</p>	<p># of respondents to consultation</p> <p>Y/N - Anti-Poverty Strategy approved</p> <p>Y/N - Anti-Poverty Action Plan approved</p> <p>#£ of additional income generated through Advice Services</p> <p># of meetings held</p> <p># of people supported through programmes and initiatives</p> <p>Y/N -Communications plan developed</p> <p>% engagement rate by Reach for Anti-Poverty Communications Plan</p>

\*Subject to funding.

**Increase participation in physical activity among targeted groups.**

Identify a baseline of membership and usage in leisure centres and participation in outreach programming amongst targeted groups.

(i.e. Target groups identified: young people, older people, women, girls, people with a disability, BAME, those on low incomes, rural areas and areas of deprivation).

Consult targeted groups where the percentage uptake is low to determine barriers and make recommendations to develop focussed delivery plans.

Improve the pathways to participation by promoting the availability of programmes and opportunities through the development of a single point of information and by incentivising engagement after a targeted intervention.

RP1 – Review data from 2023-2024 to identify underrepresented groups and target programmes to increase engagement.

RP1 – Complete the streamlining of data collation processes across leisure centres, working closely with Omagh Leisure Centre.

RP2 – Full analysis of leisure centre data to identify baseline for period reporting period 1:  
by target group  
by users  
by usage.

RP1 – Collection, collation, and review of outreach programme evaluations to identify barriers.

RP1 – Identify appropriate methods and opportunities for continual engagement with the underrepresented groups identified.

RP2 – Subject to analysis and consultation identify gaps in programme uptake/usage. Develop & implement recommendations.

RP1 – Undertake preparatory work with IT and relevant parties to develop information platform.

RP1 – Development of Communications Plan to support with the launch of the platform and promote programmes.

RP1 – Scope and develop mechanism by which programme information is collated for the information platform.

# of people from targeted groups using leisure centres

# of targeted groups attending an outreach programme

% increase from baselines of target groups attending an outreach programmes and leisure centre

# of evaluations completed by people within targeted groups

Y/N - Targeted delivery plans in place which are evidence informed

Y/N - Information platform operational

% of programmes promoted on the new information platform

# of eligible participants availing of incentive schemes

		<p>RP1- Launch of information platform.</p> <p>RP2 – Review usage of the information platform and evaluate findings.</p>	
3.	Undertake a comprehensive assessment of Leisure Services booking systems to optimise and streamline the booking process for enhanced effectiveness and efficiency	<p>RP1 – Review Leisure Services Booking Systems .</p> <p>RP2 – Implement findings from the review of the Leisure Centre Booking System.</p> <p>RP2 – Following implementation of recommendations, undertake an evaluation of the booking system, through consultation with service users.</p>	<p>Leisure centre booking system reviewed (Y/N)</p> <p>Leisure centre booking system updated (Y/N)</p> <p># of evaluations conducted through consultation with service users</p> <p># on-line transactions</p>

### What difference will this action make?

- Support those in poverty to ensure they meet their basic needs in an unprecedented time with significant rising costs of living and more low-income families suffering food, fuel, and transport poverty.
- Utilise data and intelligence at local level in relation to deprivation and ensure projects and interventions are targeted at the most vulnerable in our society.
- Ensure targeted interventions are supporting those most in need during the cost-of-living crisis.
- Enhance partnership working amongst support partners and strengthen referral mechanisms improving awareness of service availability and the needs of those living in poverty.
- Develop more sustainable pathways out of poverty; communities must be part of the decision-making process to break the cycle of poverty.
- Promote education that humanizes people living in poverty to assist with reducing the blame that people often place on those in poverty.
- Provide enhanced opportunities for our key targeted groups to participate in physical activity and encourage uptake to promote health benefits. Key groups include, young people, older people, women, girls, people with a disability, BAME, those on low incomes, rural areas and areas of deprivation.

### 5.3 | We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district.

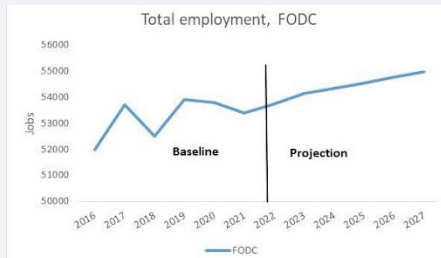
<p><b>Improvement Objective Three</b></p>	<p><b>Lead Officer: Director of Regeneration and Planning</b>  <b>Supported by: Head of Economic Development and Investment</b></p>
<p><b>Related Community Plan Theme, Outcome(s) and Corporate Plan priority area</b></p>	<p><b>Theme:</b> Economy, Infrastructure, and Skills.  <b>Outcome 5:</b> Our economy is thriving, expanding, and outward looking  <b>FODC Corporate Plan Priority:</b> Shared Prosperity: Drive an inclusive economy and aid prosperity across our district.</p>
<p><b>Links to UN Sustainable Development Goals</b></p>	
<p><b>Target customers</b></p>	<ul style="list-style-type: none"> <li>• Unemployed</li> <li>• Economically inactive</li> <li>• Those facing redundancies (contractually available to participate in programmes)</li> <li>• School leavers and graduates</li> <li>• Under-employed (in part-time employment seeking additional hours)</li> <li>• Existing businesses</li> <li>• New businesses</li> </ul>
<p><b>Strategic significance at regional and local level</b></p>	<ul style="list-style-type: none"> <li>• Building Forward: Consolidated COVID19 Recovery Plan (NIO)</li> <li>• 10X Economy</li> <li>• Place 10X</li> <li>• Skills for a 10X economy</li> <li>• Mid South West Regional Economic Strategy</li> <li>• FO Labour Market Partnership Action Plan 2024-2025</li> <li>• FO Inclusive Economy Action Plan (draft)</li> </ul>



## What's the story behind the baseline?

Outcome 5 is directly relevant at strategic level and has 3 population indicators which are directly linked to this Improvement Objective and are outlined below:

### 5a: Jobs:



There are approximately 54,000 jobs located in the Fermanagh and Omagh District.

This includes employees, self-employed and agriculture.

In the absence of any policy intervention, the projected employment levels are to grow by 900 jobs (2.3%) by 2027.

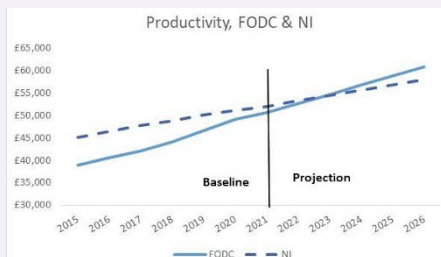
### 5b: Economic Inactivity

Economic inactivity is a well-known issue within the Northern Ireland economy.

The economic inactivity rate in Fermanagh and Omagh is 25% (2022), compared to the NI average of 26%.

This means that one-in-four of those aged between 16-64 are not available to work. Economic inactivity has tended to be higher in Fermanagh and Omagh than the NI average. Current economic inactivity levels are low by historical standards.

### 5c: Productivity:



Productivity – economic output per employee – currently sits at £50,719 in Fermanagh and Omagh and £51,981 in Northern Ireland.

Productivity levels are correlated with wage levels (as productivity is classed as the sum of wages and profits), with productive economies tending to have better paid employees.

Sluggish productivity levels are a UK wide problem. The gap between FODC and NI has narrowed to 2%, but NI's productivity remains 17% below UK levels and

29% below the ROI average.

**Summary analysis:**

Productivity, measured as GVA per filled job, in the FODC area was £48k, which is 4% below the NI average. In turn productivity in Northern Ireland is 17% below the UK average, which is in turn 29% below the Republic of Ireland average. There is therefore a continued need for investment in local business supports that effectively increase productivity among the existing workforce (from investment in skills through to capital investment in new equipment and technologies that can enhance productivity). There is also a need to encourage growth among micro, small and medium sized businesses operating within higher value-adding sectors, such as manufacturing and engineering, technology and life and health sciences. FODC has the highest proportion of micro-sized businesses with a turnover less than £50k, 42% of all businesses in FODC have a turnover less than £50k, FODC makes up 17% of NI businesses with £50k or less.

Lack of access to workers and/or access to workers with the right skills acts as a major barrier to economic growth in FODC. Evidence highlights a tight labour market and high intensity of demand for jobs in key sectors of the local economy. There is therefore a need to ensure that collaborative working between industry and the education sector delivers a strong pipeline of workers with the necessary skills to drive economic growth including directing young people to higher level apprentice opportunities, and that the district is promoted as a destination for inward flow of workers.

FODC faces the challenge of low wages, with average wages being around 10% lower than the Northern Ireland average, and typically fluctuating between 10% and 15% lower than NI. This wage disparity poses significant potential socio-economic implications for the district. Lower wages can lead to reduced disposable income, impacting local consumer spending and economic growth. It may also contribute to a lower standard of living for residents and difficulties in attracting and retaining skilled workers. The comparison to Belfast, where wages are 17% higher, further highlights the wage gap and potential disparities in opportunities between the regions. Addressing the issue of low wages requires targeted efforts such as promoting economic development, attracting higher-paying industries, improving skills and education, and encouraging entrepreneurship. By raising wages and improving overall economic prosperity, Fermanagh and Omagh can enhance the quality of life for its residents and create a more sustainable and inclusive local economy.

Evidence shows increasing levels of dynamism within the local economy, reflected in a narrowing gap between local business birth rates and the NI average in recent years. However, analysis of private investment data shows that despite accounting for more than one third of NI businesses, the district accounts for just 0.5% of private investment in innovative businesses. The FODC area is home to 10 companies that have received external grants or private investment to support their growth. This represents just under one sixth of the total number of grant and investment raising companies in NI (3%, 10 out of 334). The total value of private investment raised by companies

in NI since 2007 is £675m, with a median value of £300k. By comparison, FODC investment raising companies have secured a total of just £3.4m since 2011 (just 0.5% of the Northern Ireland total), with a median value of £200k. Considerable focus is therefore required on linking high-potential businesses, particularly within high-value adding sectors, to existing sources of funding that can accelerate growth.

**Statutory Service Criteria**

1. Strategic Effectiveness
2. Service Quality
3. Service Availability
4. Fairness
5. Innovation

**Actions (What we propose to do)**

**What might this look like**

**Milestones/Reporting Periods (RP)**  
 RP1: 1st April 2024 – 30th September 2024  
 RP2: 1st October 2024 – 31st March 2025

**How we measure Progress Performance Measures**

**Develop and agree an Inclusive Economy Action Plan and establish an Inclusive Economy Network**

- Inclusive Economy Action Plan to be developed and issued for Stakeholder consultation following robust data and evidence and policy review of the district.
- Inclusive Economy Action Plan agreed and implementation commenced in-year.
- Establish an Inclusive Economy Network and associated membership to support delivery of agreed actions.

RP1- Carry out stakeholder consultation.

RP1– Review consultation feedback, develop consultation report and update draft Inclusive Economy Action Plan (including carrying out Rural Needs Assessment and Equality Screening).

RP1– Seek Council approval of Inclusive Economy Action Plan and associated governance/delivery arrangements.

RP1 – Establish Inclusive Economy Network, agree Terms of Reference, agree schedule of meetings and reporting progress approach.

RP2 – Inclusive Economy Network to meet quarterly and reporting on identified actions.

# of stakeholders engaged

Y/N - Inclusive Economy Action Plan agreed

Y/N – Inclusive Economy Network established

# of meetings of Inclusive Economy Network held

<p><b>Support entrepreneurs to start a business.</b></p>	<p>Implement the Go Succeed Start Programme, delivering assistance to entrepreneurs across the district to start a business.</p> <p>Provide assistance, through support and guidance in the creation of tailored business plans and Master Classes to develop necessary entrepreneurial/business skills.</p>	<p>Ongoing - Marketing and promotion of the Go Succeed Start Programme to attract participants.</p> <p>Ongoing -Engage with potential entrepreneurs for the Go-Succeed Start Programme.</p> <p>Ongoing - Assist in the creation of business plans to support business start-up and the creation of new jobs.</p> <p>Ongoing - Provide opportunities for Master Classes to help develop skills.</p>	<p>% engagement rate for Go-Succeed Programme</p> <p># business plans (Statutory)</p> <p># jobs promoted through Go Succeed Start programme (Statutory)</p> <p># attendees at Master Classes relating to the Go Succeed Start Programme</p>
<p><b>Support micro/small businesses to develop and grow.</b></p>	<p>Implement the Go Succeed Grow Programme, delivering assistance to micro/small businesses across the district to grow.</p> <p>Provide tailored support to participants through Master Classes, small grants and expert advice.</p>	<p>Ongoing - Engage with micro/small businesses through the Go Succeed Grow Programme.</p> <p>Ongoing - Provide mentor support, Master Classes based on business sector needs and support to include innovation and Research and Development.</p> <p>Ongoing - Access to small grants of up £4k to relevant businesses and provide support where required.</p>	<p># businesses supported through mentoring</p> <p># attendees at Master Classes relating to the Go Succeed Grow Programme</p> <p># grants awarded</p> <p>£ value of grants awarded</p> <p>% Value of grants awarded as % of budget available</p>




<p><b>Create opportunities for those furthest from the labour market to secure quality local jobs.</b></p>	<p>Deliver the Rural Economic Accelerator Programme (REAP) to support economically inactive people across the district.</p> <p>Progress the implementation of the Labour Market Partnership (LMP) Action Plan.</p>	<p>Ongoing -Marketing and promotion of the Rural Economic Accelerator Programme (REAP).</p> <p>Ongoing -Design and delivery of programme of activity.</p> <p>Ongoing - Conduct evaluation of Participant journeys post completion.</p> <p>RP1 - Secure Department for Communities agreement on the 2024-2025 LMP Action Plan and confirm funding offer.</p> <p>RP1- Complete Annual Report for 2023-2024.</p> <p>RP2- Implement the 2024- 2025 approved Action Plan.</p> <p>RP2 - Commence work to develop Annual Action Plan 2025-2026 and submit to DFC.*</p>	<p>% engagement rate for REAP Programme</p> <p># of programme participants.</p> <p>% of participants who progress to further learning or employment on programme completion</p> <p>Y/N – Letter of Offer received</p> <p>Y/N - LMP Annual Report 2023-2024 published</p> <p># of programme participants.</p> <p>% of participants who progress to further learning or employment on programme completion</p>
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\*Subject to funding.

### What difference will this action make?

- Develop the skills set of people to match those that are needed within the sectors in Fermanagh and Omagh.
- Sustain small micro businesses in an unpredictable environment whilst providing them with opportunities to grow and develop.
- Ongoing support for those interested in starting or growing a business with more identifiable and inclusive support available to social entrepreneurs, young entrepreneurs and female entrepreneurs who are currently under-represented.
- Potential for new jobs to be created providing additional employment opportunities within the district.
- Sustaining local communities through growing indigenous businesses and reducing numbers of young people leaving the area.
- Providing a pathway to employment for those who are currently unemployed, economically inactive or in part-time work.

**5.4 | We will seek to innovate and advance our governance and digital capabilities to improve the quality of our services and the effectiveness and efficiency of the Council.**

<p><b>Improvement Objective Four</b></p>	<p><b>Lead officer: Director of Corporate Services and Governance</b>  <b>Supported by: Head of Corporate and Strategic Services, Head of Human Resources and Organisational Development and Digital ICT and Cyber Security Lead Officer</b></p>
<p><b>Related Community Plan Theme, Outcome(s) and Corporate Plan priority area</b></p>	<p><b>Theme:</b> One Partnership  <b>Outcome:</b> All six outcomes  <b>FODC Corporate Plan Priority:</b> One Council: Ensure an efficient, effective, and agile Council founded on good governance practices.</p>
<p><b>Links to UN Sustainable Development Goals</b></p>	
<p><b>Target customers</b></p>	<ul style="list-style-type: none"> <li>• Residents</li> <li>• Staff</li> <li>• Elected members</li> </ul>
<p><b>Strategic significance at regional and local level</b></p>	<ul style="list-style-type: none"> <li>• Local Government Complaints Handling Procedure</li> <li>• FODC Complaints Handling Procedure</li> <li>• FODC People Plan</li> </ul>
<p><b>What's the story behind the baseline?</b></p>	<p>In formulating the new Corporate Plan, the Council considered the type of organisation it wanted to be; a forward-thinking innovative Council which is customer focussed and recognised internally and externally as accountable, transparent and effective. As we reach our first decade the Council must continue to provide strategic direction and leadership ensuring that robust systems and structures are in place to facilitate and support our dedicated, skilled, and motivated staff to deliver key services for residents and visitors alike.</p> <p>This Improvement Objective underpins our 'One Council' approach, which ensures all services are working towards shared objectives and will help different areas of the Council work together more effectively over</p>

the next four years. Agility and innovation combined with the stable foundation of strong governance will characterise our ability to renew, adapt, respond, and improve in an ever changing, turbulent local and global geopolitical environment.

In identifying the actions under this Improvement Objective, we reflected on our budgetary constraints, our statutory obligations, our commitment to continuous improvement, and our growing maturity in developing the data and evidence to support and underpin our decision making, focusing on developing our 'One Council' approach to build whole community confidence in our service delivery.

We have reviewed our performance against the other eight Councils in NI that participate in the APSE benchmarking process and the focus in this financial year is in service areas regarding complaints, staff performance management and ensuring digital connectivity in our outreach facilities.

#### Statutory Service Criteria

1. Strategic Effectiveness
2. Service Quality
3. Service Availability
4. Efficiency
5. Sustainability
6. Fairness
7. Innovation

Actions (What we propose to do)	What might this look like	Milestones/Reporting Periods (RP) RP1: 1st April 2024 – 30th September 2024 RP2: 1st October 2024 – 31st March 2025	How we measure Progress Performance Measures
<p><b>Implement improved processes for recording, analysing, and monitoring of complaints.</b></p>	<ul style="list-style-type: none"> <li>• Embed the legislative duties contained in the Local Government Complaints Handling Procedure into updated organisational policy and practices.</li> <li>• Roll out staff training and awareness raising to ensure effective approaches in complaint reporting, handling, and resolution through a centralised reporting system.</li> <li>• Utilise Business Intelligence (BI) to analyse complaints to identify recurring issues and make data and evidence informed corporate decisions that improve customer service.</li> </ul>	<p>Quarterly reports to CLT.</p> <p>RP1 – Six months analysis of complaints completed and uploaded to website.</p> <p>RP2 – Key staff trained.</p> <p>RP2 – Annual report and analysis of complaints completed, and summary uploaded to website.</p>	<p>% stage 1 complaints responded to on time</p> <p># key staff trained in complaints handling and customer service</p> <p>Y/N - All NIPSO reporting requirements are met</p>
<p><b>Maximise the capability of the Councils IT system to improve processes for talent management, succession planning and training and development of employees.</b></p>	<ul style="list-style-type: none"> <li>• Operationalise the Councils IT system to support talent management, succession planning and identification of training needs for staff through the digitisation of processes.</li> <li>• Roll out training for staff on new processes and utilisation of the system.</li> <li>• Implement a pilot programme to roll out the new processes within the Corporate Services and Governance Directorate.</li> <li>• Review implementation of the pilot and identify any challenges or issues before rolling out to all other Directorates.</li> </ul>	<p>RP1 – All CS &amp; G staff to have initial performance appraisal set-up digitally.</p> <p>RP1 – Training to be rolled out and all relevant staff trained.</p> <p>RP2 - Complete post pilot evaluation and identify next steps for roll out.</p>	<p># learning and development opportunities completed by officers</p> <p># staff trained</p> <p># staff undertaking performance appraisals digitally</p> <p>Y/N - Post pilot evaluation undertaken</p>

**Enhance digital connectivity across Council facilities to enable new technology enabled services and support for residents.**

- Upgrade to full fibre IT connectivity at Council sites and facilities throughout the district.
- Identify and scope new and improved future service delivery models capitalising on enhanced connectivity.

RP1 – 76 sites complete.

RP2 – Identification of future opportunities.

# premises connected to full fibre

# sites with a download speed of 100mbps

Y/N – Future opportunities identified

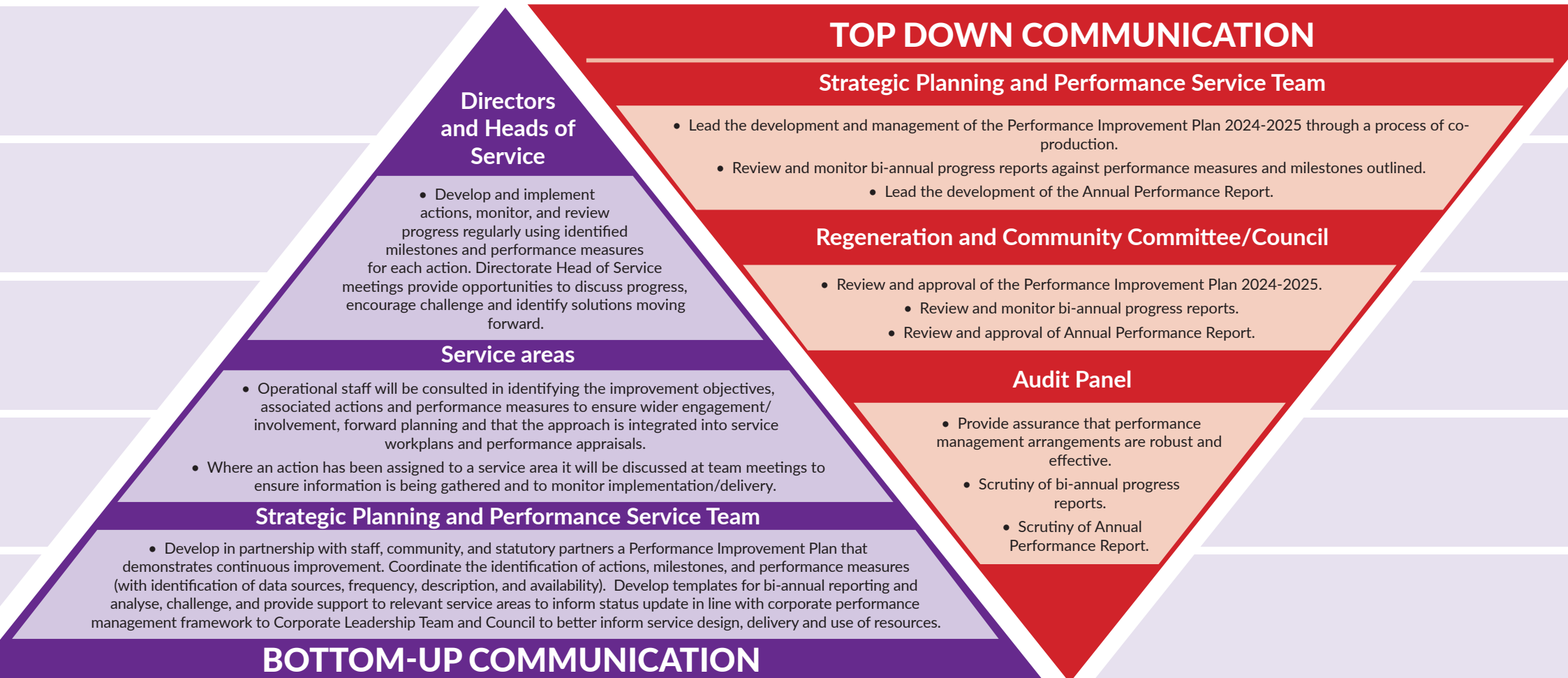
### What difference will this action make?

- Resolution processes for complaints will be standardised across the Council and this will make it easier for our citizens to make a complaint, when services fall below the expected standards, and will lead to more timely responses being issued.
- Embedding of new complaints processes will lead to an improvement in the Council culture of learning from complaints which will further improve the quality of our service delivery.
- In line with the Council 'People Plan', implementation of new Human Resource system functionality will enable greater efficiency and provide up to date data gathering and reporting to support management decision making which underpins the effective delivery of our services to citizens.
- All council public facing facilities will now have full fibre IT connectivity and this investment and roll out of IT infrastructure will underpin future-plans for more effective and efficient service delivery.



## 6.0 | Governance Arrangements

Reviewing performance and reporting progress against our Improvement Objectives to key stakeholders and communities is very important as it facilitates transparency, accountability, and further drives improvement in everything the Council does. The governance arrangements to develop, monitor, report and review the Council's progress in implementing the Performance Improvement Plan 2024-2025 are outlined below:



The Council will publish its Annual Performance Report by 30 September 2024 which will provide an overview of how the Council has performed during 2023-2024 against its identified Improvement Objectives. This will be published on the Council's website. The arrangements the Council has put in place to secure continuous improvement are subject to an annual audit and assessment by the Northern Ireland Audit Office. The outcome of the Performance Audit and Assessment is expected in November 2024. Subject to the General Duty of Improvement being met, the Northern Ireland Audit Office will issue a Letter of Assurance to both the Council and Department for Communities.

## 7.0 | Equality Screening and Rural Needs Impact Assessment

In accordance with Section 75 requirements of the Northern Ireland Act (1998), whereby the Council must carry out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations, the Performance Improvement Plan has been subject to equality screening. The outcome of the equality screening process determined that the Performance Improvement Plan 2024-2025 is not subject to an equality impact assessment, with no mitigating measures required. In accordance with the Rural Needs Act Northern Ireland (2016), the Council has given due regard to rural needs by carrying out a Rural Needs Impact Assessment of the Performance Improvement Plan 2024-2025.

## 8.0 | We want to hear from you – get in touch

Fermanagh and Omagh District Council is committed to continuously improving its services and listening to its customers. We welcome your comments or suggestions at any time of the year on any service area or policy decision. You can get involved and participate in consultations being conducted by, or on behalf of the Council. Meetings of the Council and its Committees are open to the public, except for those times when sensitive or confidential issues need to be discussed. Or simply get in touch and tell us your issue, concern or when we have done well. We love to hear positive feedback too.

### You can get in touch by:



**Phone:**  
0300 303 1777  
**Text Phone:**  
028 8225 6216



**Email:**  
[info@fermanaghomagh.com](mailto:info@fermanaghomagh.com)



**For people who are deaf or are hard of hearing:**  
[SignVideo](#)



**Live Web Chat:**  
Available on our website during office hours, Mon-Fri, 9am-5pm



**Writing:**  
Strategic Planning and Performance,  
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The Grange, Mountjoy Road,  
Lisnamallard, Omagh  
BT79 7BL



Alternatively, you may wish to speak to your local Councillor – contact details can be found at [www.fermanaghomagh.com/your-council/councillors/](http://www.fermanaghomagh.com/your-council/councillors/)

For further information on your Council, please visit our website at [www.fermanaghomagh.com](http://www.fermanaghomagh.com)



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