



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

Estates Strategy

2020 - 2030

A TEN YEAR STRATEGY FOR
ESTATES MANAGEMENT IN
FERMANAGH AND OMAGH
DISTRICT COUNCIL





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1. Introduction

The Council's Estate comprises land, property, buildings and facilities across the District, representing a significant asset which the Council is committed to managing efficiently and effectively.

The use, condition and location of Estate assets can make the difference between good and poor service delivery. Property assets rank high in our community's perception of the Council and the services we deliver from them. It is therefore essential that we look after property assets and ensure that they benefit future generations.

This strategy sets out an internal framework for the co-ordinated management of the Council's Estate over the next ten years. It has been produced in accordance with national guidance and recognises good practices to support the delivery of our corporate priorities.

The strategy recognises the outcomes of the Corporate Plan and the importance that is placed upon ensuring our property assets are managed in a sustainable manner. It is widely acknowledged that the application of modern asset management practices can enable efficient resource deployment, service modernisation, improved risk management and support long-term financial planning.

Significant resources are deployed in the management, maintenance and construction of our Estate and, therefore, it is essential that these are deployed to deliver the best possible outcomes for the people of Fermanagh and Omagh District Council area. This strategy forms an important part of the Council's commitment to achieve this.



2. Strategic Context

2.1 Programme for Government

The draft Programme for Government framework (PfG) is the sovereign plan for Northern Ireland. It follows an outcomes-based approach, identifying 12 outcomes that are designed to be in place for a generation, as opposed to a single political term.

The restored Stormont Executive will review the PfG framework and is likely to update specific outcomes and indicators, however, it is anticipated that the broad principles related to place-shaping and sustainability will remain a feature.

Efficient use of the public sector estate underpins all outcomes, with an emphasis on:

We have created a place where people want to live and work, to visit and invest (Outcome 10)

This outcome is about creating a place that offers opportunities to everyone, so they take pride in where they are from and encourages our young people to build their lives here in the long-term. It is about encouraging others to come to visit and explore, and about encouraging business investment both indigenously and in terms of foreign direct investment.

This requires the creation of an environment in which opportunity can flourish in economic, social and cultural terms to develop our attractiveness as a home, a tourist destination and a place for business.

We live and work sustainably - protecting the environment (Outcome 2)

This outcome is about ensuring that our ambition for economic growth and social progress considers the impact on the environment and the depletion of our finite natural resources.

The PfG is built on the assumption of presupposition that the people of Northern Ireland will have access to high quality public services. From an estate's perspective, this is about ensuring that the services we provide for people are responsive, efficient and effective, that they are shaped to meet the needs of people, and that they are accessible in ways, and at times, that fit into people's lives. It means ensuring that we evaluate services based on the contribution that they make to increasing people's well-being.

Conclusion: Local government is a critical support partner in the delivery of the PfG (and associated PfG Actions Plans) and efficient use of the Council's estate is likely to have a key role (direct or indirect) in turning the curve to deliver on outcomes, indicators and measures.



2.2 Fermanagh and Omagh 2030 Community Plan

The Fermanagh and Omagh 2030 Community Plan was adopted in April 2017; it is the overarching plan for the Fermanagh and Omagh District, covering the social, economic and environmental pillars. The Community Plan is built on a platform of comprehensive and ongoing community engagement together with extensive analysis of available data and evidence and establishes a shared vision, shared values/principles and shared outcomes.

Delivery of the actions within the strategy will contribute to improvement on the following population level indicators: life satisfaction of people with disability; % of premises unable to access broadband in excess of (i) 10Mbps and (ii) 30Mbps; Commercial premises that are vacant; Heritage at risk; Climate Change (CO2 emissions per capita); and % municipal waste preparing for reuse, dry recycling and composting.

The Council's estate – and the wider public sector estate – have a key role to play in the out-workings of the 2030 Community Plan. For example, there is both a strong desire to bring more services into the rural communities and a desire to retain (and enhance) the provision of larger scale and higher quality services. These desires may seem contradictory but can be complementary if delivered in a co-ordinated manner. They are also not solely in relation to Fermanagh and Omagh District Council. Both directly require utilisation of the public sector estate, and likely will require new, more flexible approaches including, where appropriate, Community Asset Transfer (CAT). This requires effective partnership working across the public sector which can be facilitated by the Community Planning Strategic Partnership Board.

Conclusion: This Strategy can identify the strategic framework to support flexible approaches to a co-ordinated approach to Estates.

As a leading partner in Community Planning, setting the direction of travel for innovative and collaborative utilisation of the estate is important.

Fermanagh and Omagh Community Planning Partnership



2.3 Local Development Plan

The Council is in the process of finalising a new Local Development Plan (LDP) for the Council area. This Plan will help shape the District's future development and growth and will set out the planning policy framework for making day-to-day decisions. It aims to meet the needs of all people of the district by creating sustainable communities through housing, job creation, enterprise promotion, tourism support, provision of services and community facilities within the context of a healthy, well planned, natural and built environment.

The Council has completed consultation on the draft Plan Strategy which is the first formal stage of our LDP. The Plan Strategy takes account of the particular characteristics of our district and the views of our residents on the planning framework for the district until 2030. It also sets out how the area will change and grow over the period up to 2030. The draft Plan Strategy shares the vision of the Community Plan and work to date has sought to ensure that any proposals are focussed on helping to realise the outcomes of the Community Plan.

The Council has a key role to play in achieving the vision and meeting the objectives of the LDP. From an estates perspective, any proposals for alternative developments, or uses on Council land or buildings, will be assessed against the policies contained within the LDP. Additionally, the Local Policies Plan – the second component part of the LDP – will provide the opportunity to identify and safeguard sites for future planned Councils proposals eg. development of new open space, development of greenways and key tourist facilities.

Conclusion: The Local Development Plan aims to deliver sustainable development of the District and has influence and impact on how the Council's Estate is managed and used.



2.4 Fermanagh and Omagh District Council’s Corporate Plan 2020-24 ‘Delivering Sustainable Change Together’

The Council’s Corporate Plan sets its strategic direction for the medium-term, identifying how the Council will contribute towards delivery of the six long-term outcomes set out in the Community Plan for the district, alongside meeting its statutory responsibilities. The Corporate Plan identifies the Council’s Mission or core purpose as:

“We work in partnership to improve the lives and wellbeing of our communities”.

A set of corporate values has been identified and these are considered below in the context of our Estate:

Corporate Value	How does this relate to the use of our estate?
Leadership: effectively representing the needs of our district and its people; building strong leadership at all levels of the organisation and using evidence to focus on what matters	Taking account of information and evidence to inform decisions on use of our estate Planning ahead to meet needs and commitments in a managed way, within the constraints placed upon us
Innovation: achieving excellence through identifying new ways of working to continuously improve services and deliver on our priorities	Being open to new ways of working or delivering services, including collaboration with partners from a range of sectors, (eg: use of school estate for wider community or leisure purposes)
Accountability: acting in an open and transparent manner, providing clear and accessible information on decisions and performance	Taking decisions through the identified governance and decision making structures with information made available publicly as far as possible Ensuring arrangements are in place for reporting on future performance to identify if proposed outcomes or outputs have been achieved
Integrity: acting with honesty and impartiality, treating all in an equitable and respectful manner	Ensuring that all statutory processes are adhered to as required. Being mindful of the needs of all citizens, including section 75 and minority groups, eg, accessibility considerations
Sustainability: taking decisions in the long-term interests of our district and its people, supporting vibrant urban and rural communities and always mindful of our resources.	Considering the social, economic and environmental sustainability impacts of decisions and ensuring that these are fully addressed in the decision making process Ensuring that our investments and decisions consider the needs of future generations alongside current needs
Engagement & Involvement: listening to, understanding and putting the evidence-based needs of our people at the heart of what we do to create solutions together	Engaging with citizens and service users to understand need and demand and the associated implications for our estate

The Council has aligned its values to the United Nations Sustainable Development Goals and the following actions, related to economic, environment and climate change, are considered to be most relevant to the Council's Estates Strategy.



The key Commitments (2020-24) set out in the Council's Corporate Plan which will impact on how we use and manage our estate include:

1. Develop and deliver a Capital Programme aimed at supporting and enabling identified priorities and making best use of resources;
2. Re-organise and transform our organisation to enhance provision of future-proofed, responsive, efficient and effective governance and services, providing assurance to all citizens and ratepayers that we operate in a fair and equal manner;
3. Further develop and embed efficient, effective and timely decision making which is evidence based, informing our strategies, plans, policies and use of resources;
4. Work to better reflect and represent the impacts of rurality, disadvantage and poverty on our people and places so as to positively influence place shaping and service delivery;
5. Through the Local Development Plan, ensure that policies are in place to promote sustainable development of the district and its unique rural characteristics;
6. Invest in partnership working, including on a cross-border basis, to inform, shape and deliver on shared priorities making best use of our collective resources;
7. Support people, across all life stages, to maintain health and wellbeing through provision of inclusive and accessible facilities, services and opportunities to participate in leisure activities;
8. Establish Fermanagh and Omagh as an Age Friendly District through delivery of the Age Friendly Strategy and Action Plan;
9. Ensure that children and young people have a voice in decisions which affect them and actively have their voices heard;
10. Develop and deliver a sustainable action plan for inclusive and accessible play spaces across the district that meets the play needs of children and young people;
11. Provide positive, inclusive and accessible opportunities, working alongside our partners, for children and young people to participate in sports and other leisure and cultural activities;
12. Grow our local Tourism economy through the delivery of a Tourism Development Plan, working in partnership to make Fermanagh and Omagh a 'go to' experiences;
13. Ensure the ongoing viability of our key urban service centres through an effective partnership approach to plan for and manage key opportunity sites;
14. Commit to a Climate Change Agenda which will reduce our carbon emissions; and
15. Conserve and promote the natural, built and cultural heritage of our district.

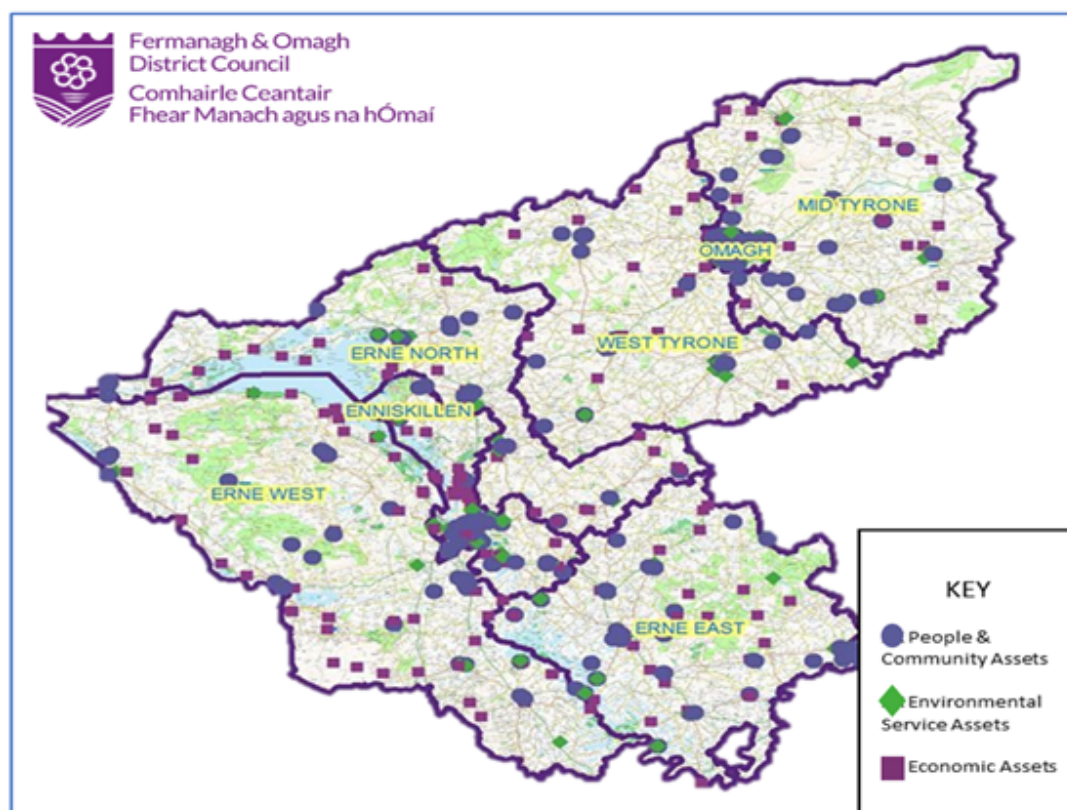
The Corporate Plan identifies the Council's 'Estate and Infrastructure' as a key enabler and notes that the Council is "working to ensure that it makes the best use of this estate to improve services to communities, reduce costs and raise income, where appropriate. The sustainable management of our estate and assets can also contribute to reducing our environmental footprint and we see this as a key responsibility in the face of growing evidence of climate change".

Conclusion: there are a range of corporate values and commitments which set the direction and parameters for a longer-term Estate Strategy focusing on transformation and investment priorities, access and inclusivity, alongside ensuring the sustainable use and management of resources to meet evidence-based need and to reduce our environmental footprint.

2.5 The Council's Estate

Spread across a rural district of 3000+ sq km (over 20% of the area of Northern Ireland), with 7 electoral areas, including 2 major towns and comprising 40% of the land border with the Republic of Ireland

- 850 individual property assets made up of a diverse portfolio including:
 - 130+ play and amenity areas; 35 playing fields/multi-use games areas; 10 community centres; 2 theatres; 4 leisure centres;
 - 50+ public convenience facilities; 340 bus shelters/laybys; 30+ waste amenity areas; 5 cemeteries; 47 Car Parks; 4 civic/administration buildings;
 - Assets reflecting the rural heritage of the district including Caves; castles; islands; loughs, jetties; bridges; forests; glens, agricultural land and an extensive walkways network; and
 - Other unusual assets including a holiday centre; visitor attractions; a museum; an agricultural mart; a fish hatchery; clocks and sculptures.
- Since 2015, there has been capital investment of £22.5 million and the most recent valuation provided by Land and Property Services for the whole estate at 31 March 2019 is £110 million.
- Condition surveys completed to date extrapolated for the Council's entire estate would indicate property maintenance deficits of approximately £25 million. A recent costing exercise identified an annual ongoing upkeep commitment for existing estates assets in excess of £2.5 million.
- The baseline for overall for buildings energy consumption is 11 million kWh per year



2.6 Assessment of The Current Position and Priorities

(i) Current Estate

The Council owns a large and diverse portfolio of properties in various conditions which have evolved through a variety of ownerships; this provides a good base when considering locations and there is a need to review all categories of assets to ensure that they effectively support service delivery into the future and work to identify assets for retention and disposal. The 2020 global pandemic, Covid-19, is likely to have implications for building and facilities management and long-term Estates planning.

(ii) Sustainability

The Council's Climate Change and Sustainable Development Strategy identifies our own environmental performance as part of our local contribution to sustainability in our area. Good advances have already been made to reduce the corporate carbon footprint. There is an ongoing responsibility to actively work to reduce whole-life carbon emissions and the impact that our buildings and facilities have on our environment

(iii) Geography and Demography

Supporting and enabling service delivery across a geographically large district with a dispersed population (the geographically largest of the 11 Council areas with the lowest population), 37% of which live in the two main urban centres and key towns and 63% in villages and dispersed rural communities. The district has poor public transport connections with high levels of dependency on cars and it is intersected by Lough Erne.

(iv) Financial Constraints

To reduce the property portfolio demands on key resources through increased efficiency, maximising future income generation opportunities and generating capital receipts. Analysis indicates that maintenance commitments are reactively focused and under-resourced - these and the financial implications of investment proposals potentially create additional financing demands.

(v) Economic and Regeneration agenda

Strategic challenge to act in a leadership role for wider social, economic and regeneration objectives and become a catalyst for change in our district. In particular, to consider opportunities to enhance and support the tourism market and appropriate support for innovative economic development facilities to encourage growth and development of the SME sector.



3. Estates Development to date

The Council has an ongoing commitment to the development of its Estate and this section sets out a number of case studies highlighting investment projects completed over the last 5 years.



3.1 West End Community Centre

The West End Community Centre provides the people of this neighbourhood renewal area in Enniskillen with a state-of-the-art Community facility that is a hub for activities and services. The new facility replaced the previous temporary facility, with an accessible and energy efficient building which is particularly important to older people who make up a large percentage of the population in this area.

This supports specific themes and outcomes of the Community Plan and Council objectives and success is evidenced through increasing user numbers.



3.2 Gortin Glen Forest Park

A new state of the art playpark has opened at Gortin Glen Forest Park. The nature themed playpark is part of a £1 million investment project led by Fermanagh and Omagh District Council to transform Gortin Glen Forest Park into a must visit, family friendly destination in partnership with the Department of Agriculture, Environment and Rural Affairs (DAERA).

The Council recognises the importance of providing well-equipped, safe, attractive and accessible play areas for our children and young people to get active while having fun, and attracting new visitors in line with the Community Plan priorities for our people.

3.3 Enniskillen Castle

The museum at Enniskillen Castle reopened in 2016 following a £3.5 million refurbishment. The investment created new galleries and exhibition spaces that tell the story of Fermanagh's history and heritage.

The Castle has become an important heritage and tourism asset for the Council attracting large numbers of visitors which, in turn, contributes to economic objectives of the community plan.



3.4 Connect Centre

Following refurbishment in 2018, the council opened its first 'Connect Centre' in Strule House Omagh. This facility provides a 'One Stop Shop' approach to information and advice on Council services and signposting information to other public services.

This modern facility ensures a Town Centre presence, shared offices and consultation spaces to enable the public to have better access to services.

4. Vision, Themes & Outcomes

This strategy has been developed in line with other regional and local strategies and priorities and follows the Outcomes Based Approach (OBA) adopted by the draft Programme for Government, the Community Plan for the district and the Council's emerging Corporate Plan 2019-2024.

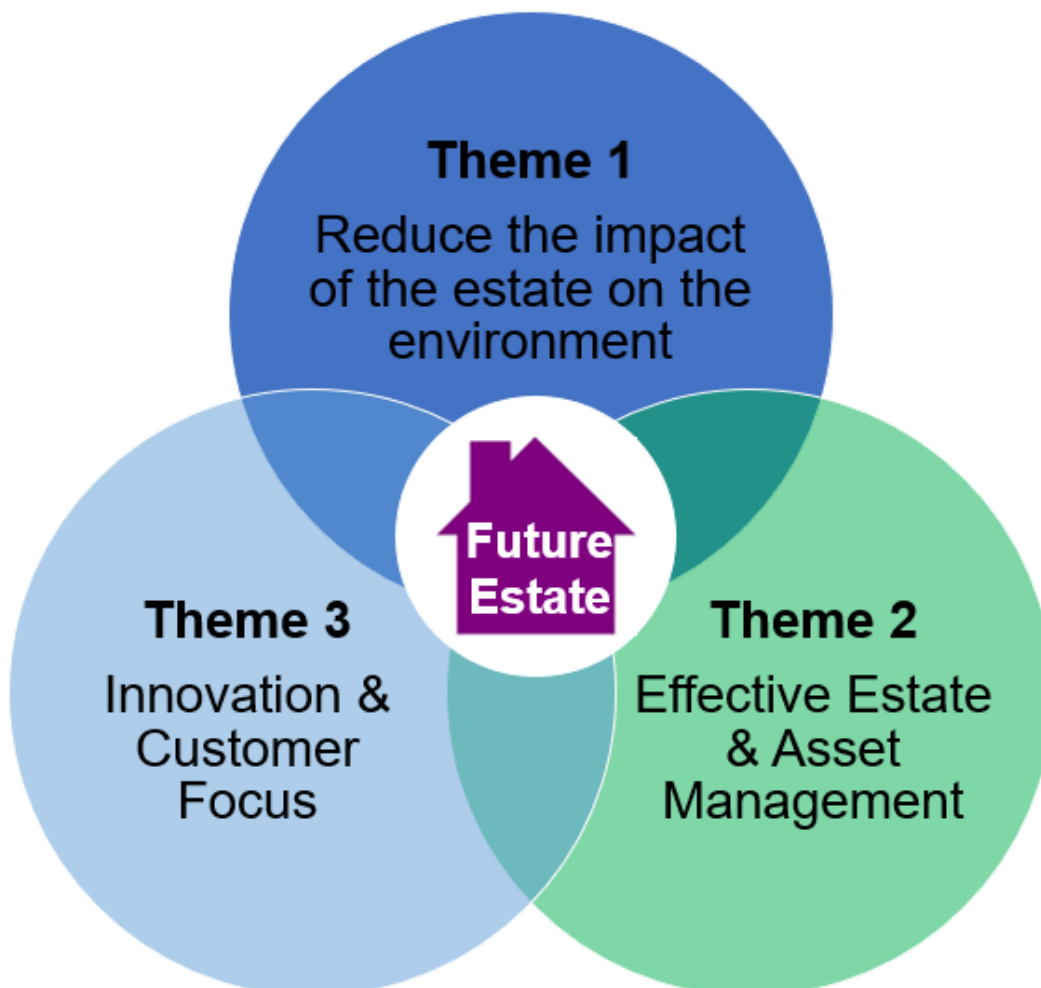
4.1 Vision

The Council's Vision is of a sustainable, well managed and fit for purpose estate which supports the delivery of its services in an effective and efficient manner.

4.2 Themes

To support delivery of the Vision, the following three themes and associated outcomes have been identified:

- Theme 1** **Reduce the impact of the estate on the environment**
- Theme 2** **Effective Estate and Asset Management**
- Theme 3** **Innovation and Customer Focus**



4.3 Outcomes & Actions – linked to themes

Theme	Links to other strategies/plans/policies	Outcome(s)	Actions
Reduce the impact of the Estate on the environment	<p>Climate Change Resilience and Sustainable Development Strategy 2020 - 2030</p> <p>Building Regulations NI</p> <p>Energy Management Policy</p> <p>Local Bio-Diversity Action Plan</p>	We have a sustainable, low carbon estate	<ol style="list-style-type: none"> 1. Implement an Energy Management Policy & Action Plan to deliver on targets for carbon reduction to achieve statutory targets. 2. Actively consider carbon management reduction strategies and accessibility schemes during development of project business cases and option appraisals. 3. Ensure facility and building management decisions are guided by good practice energy management approaches, targeting a reduction in carbon emissions. 4. Identify buildings at risk from climate impact events and develop contingency plans for mitigation should there be an occurrence.
Effective Estate & Asset Management	<p>Land & Building Asset Acquisition & Disposal Policy</p> <p>ICT Strategy - Data development agenda</p> <p>HR Strategy</p> <p>Learning & Development Policy & Plan</p>	We manage and maintain our estate more effectively and achieve greater value from our assets	<ol style="list-style-type: none"> 5. Ensure consistent use of data to inform evidence based, co-ordinated decision making through the implementation and effective utilisation of an Asset Management System. 6. Develop the estates management skills base and transform the function to ensure efficient and compliant management of estates assets and best practice in building management. 7. Undertake regular property performance reviews to link service delivery aims to property assets ensuring that facilities are in the right location and are fit for purpose. 8. Identify and prioritise backlog maintenance works on operational property, to ensure statutory compliance. 9. Protect the condition of properties and heritage values through a long term planned maintenance programme. 10. Actively dispose of assets considered surplus to service needs and acquire assets for economically proven projects in accordance with agreed policy and ensure the estate is managed within Council's budget requirements.
Innovation & customer focus	<p>Local Development Plan</p> <p>Tourism Strategy</p> <p>Joint waste management Plan</p> <p>Customer service strategy</p> <p>Active Together</p> <p>Economic Development</p>	<p>We use our estate to support the delivery of accessible and engaging customer focused services.</p> <p>We deliver key Capital Investment Projects to benefit our citizens</p>	<ol style="list-style-type: none"> 11. Research new approaches and technology to provide space and infrastructure to support delivery and improve access 12. Develop existing relationships with other partner organisations (e.g. Community Planning Partners, Councils, Community/Voluntary sector) to identify and maximise shared space and/or service delivery opportunities. 13. Develop and deliver an agreed and prioritised Capital Programme and seek to maximise external funding opportunities. 14. Ensure continued transparent governance, effective project management and appropriate delivery models are used within all capital projects. 15. Investigate ways that assets can be used to generate a sustainable long-term revenue income.



5. Theme 1 - Reduce the impact of the Estate on the Environment

OUTCOME

We have sustainable, low carbon estate

The Council will work to manage its relationship with the environment by reducing its carbon footprint, ensuring service delivery is resilient to the effects of climate change and demonstrating leadership with a culture that focuses on sustainability. Our Climate Change and Sustainability Strategy commits to a 'Sustainable Council'. This recognises the need to reduce and manage carbon emissions and sets out an undertaking to reduce energy consumption throughout our operational property portfolio. New and improved technology provides opportunities for cost effective sustainable energy generation which the Council will consider adopting where this is practicable and cost effective.

Energy Management Policy

The Council has set demanding objectives in its Energy Management Policy targeting projects to improve the estate and how it is managed. We shall improve energy and utility management across the estate so that we only use the energy needed and wastage is eliminated by ensuring plant and equipment is acquired and maintained efficiently.

We will set targets for the reduction of emissions and report on performance. Any new or refurbished buildings will be developed to a high standard of efficiency in use of energy and utilities. Water use will be monitored and reduced where possible.

Actions

1. Implement an Energy Management Policy & Action Plan to deliver on targets for carbon reduction to achieve statutory targets.
2. Actively consider carbon management reduction strategies and accessibility schemes during development of project business cases and option appraisals.
3. Ensure facility and building management decisions are guided by good practice energy management approaches, targeting a reduction in carbon emissions.
4. Identify buildings at risk from climate impact events and develop contingency plans for mitigation, should there be an occurrence.

Performance Measures

- Overall % achievement of Energy Management Policy targets
- Total carbon emissions from corporate property assets (CO2 tonnes)
- KWh of energy used per m2 in the operation of our corporate property assets
- Number of renewable energy sources held/managed
- % of Display Energy Certificate Ratings B or better
- £ spent on energy efficiency improvements
- % of self-generation of energy from sustainable sources
- Target Simplified Building Energy Model (SBEM) energy ratings A for Council building projects.

6. Theme 2 - Effective Estate and Asset Management

OUTCOME

We manage and maintain our estate more effectively and achieve greater value from our assets

Our property must be aligned to our future service requirements in terms of number, location, condition, accessibility and fitness for purpose. It is vital that our buildings are contributing to our corporate objectives and assets that do not meet these criteria will be considered for alternative use or disposal in accordance with the Council's "Land and Property Asset Acquisition and Disposal Policy".

Asset Information

Robust data management is at the heart of effective decision-making on assets. The Council is working to implement an Asset Management System (AMS) to hold data underpinned by consistent processes for collecting, reporting and responding to data management. The AMS is a single repository for all property data, including plans, surveys, title deeds, mapping information, basic property information, maintenance and other works, utilities, environmental performance and change over time, and as such, it will be a corporate resource to be used to promote accountability and transparency.

The Asset Management System is also a platform to connect agreed work programmes for services with agreed performance indicators. Property Performance Reviews (PPR) will be conducted to link service delivery aims to our property assets ensuring that our buildings are in the best possible condition, in the right location and are fit for purpose.

Skills and Development

The skills required to effectively manage a large public sector estate are changing and the Council will commit to review the organisational arrangements and to provide learning and development to transform the approach and ensure that it is more co-ordinated.





Asset Maintenance

To ensure that asset values are not impaired through poor maintenance and that premises are safe and compliant with legislation, a new way of working is required that puts the assets at the centre of the business, which includes regular inspections to support a fully costed, prioritised, modest, yet affordable maintenance and ongoing investment programme.

A core part of the Asset Management Plan is to address the balance between reactive and planned maintenance, so that expenditure is directed towards prevention of breakdowns rather than continuously repairing what we have. We will target achieving 45-50% expenditure on predetermined servicing; 25-30% expenditure on replacing as a result of planned inspections and 5% expenditure on “run-to-fail” maintenance. This will potentially reduce reactive maintenance expenditure to 15-25%. This proposal requires a notable transformation from how facilities have historically been procured and maintained.

Acquisition and Disposal

Land and property asset portfolio will be regularly reviewed in order to identify any unused properties that are surplus to needs. These will be presented to Council as surplus for disposal and once approved will move through the disposal process, in order to achieve best value and contribute to other services. This may include Community Asset Transfer (CAT) arrangements or partnership development activities. In addition to this, the need for new property should only be identified following consideration of existing underused property and then in compliance with agreed protocols. Where the Council acquires or develops assets, a minimum specification standard must be achieved to ensure assets are sustainable and safe for our community.

Actions

5. Ensure consistent use of data to inform evidence based, co-ordinated decision making through the implementation and effective utilisation of an Asset Management System.
6. Develop the estates management skills base and transform the function to ensure efficient and compliant management of estate assets and best practice in building management.
7. Undertake regular Property Performance Reviews to link service delivery aims to property assets ensuring that facilities are in the right location and are fit for purpose.
8. Identify and prioritise backlog maintenance works on operational property, to ensure statutory compliance.
9. Protect the condition of the properties and heritage values through a long term planned maintenance programme.
10. Actively dispose of assets considered surplus to service needs and acquire assets for economically proven projects in accordance with agreed policy and ensure the estate is managed within Council's budget requirements.

Performance Measures

- Condition Survey completed and % remedied
- Asset Management Plan Implemented
- Income generated from asset disposal
- Income generation from commercial approaches
- Asset Management data upload completion
- Property Performance Reviews completed

7. Theme 3 -

Innovation & Customer Focus

OUTCOMES

We use our estate to support the delivery of accessible and engaging customer focused services.

We deliver key Capital Investment projects to benefit our citizens

The Council's Estate must be customer focused to support provision of the correct services, in the correct place at an affordable cost.

The Council recognises it affects the lives of all residents of the area in one way or the other, be it through leisure provision, waste management, community involvement, car parking, environmental issues and arts facilities. It is essential that citizens have easy access to the services, that facilities are reviewed regularly to ensure they meet requirements and that balance is achieved so that the outcome is sustainable.

The definition of "accessibility" has changed through the years as we become more aware of difficulties experienced by different people. It is important that reaching all customers is a minimum standard to ensure services are available to all. Customers accessing our facilities to avail of services, have an expectation that they are clean, safe and well managed. For this reason, we propose to continue to invest in upkeep and, where appropriate, enhancement to improve our facilities so that they are more inviting to potential customers and easy to use. To achieve this in a sustainable way, it may be necessary to strategically locate fewer but higher quality facilities across the district.

The introduction of Connect Centres in the two main towns means that customers can access Council services on the 'High Street' and also be signposted other relevant statutory bodies. This model will be further developed.

The Council will seek to work with other public sector bodies and with the community sector to develop joint facilities and adopt new approaches to promote best use of resources.

While the Council has historically acquired property for potential use in the provision of services, changes in objectives and/or service delivery may have rendered these surplus to requirements and therefore unused. This means there is potential value to be realised through disposal or the





creation of an income stream to support the Community or Council on a longer term basis. Therefore, prior to declaring an asset as surplus for disposal, consideration will be given to using the asset commercially to provide an income stream to fund other activities.

In order to build sustainability in our district area, provide effective and current facilities, assist in the wellbeing of citizens and encourage visitors from other locations to help contribute towards our economy, we will deliver a major capital investment programme over the next ten years. Development Plans will be informed by priorities identified through Corporate Planning, affordability and consideration of new practices in the context of the global pandemic, Covid-19.

Subject to funding and development constraints, these will include:

- Investment in **leisure and recreation** facilities
- Provide improved local **recycling facilities** and collaborate in the development of a waste sorting/disposal facility
- Delivery of key **public realm** capital schemes
- Upgrade **play areas** across the district in accordance with agreed scheme
- Collaborate in development of a **crematorium** to service the North-West of Ireland.
- Development of **renewable energy technologies** to generate green energy output.
- Upgrade and enhance key **tourism, heritage and arts facilities**
- Support continued investment in a programme of community-led **village renewal and regeneration** projects
- Develop an investment programme for **economic regeneration** of town centres
- Maintain and upgrade **civic and community facilities**

Actions

11. Research new approaches and technology to provide space and infrastructure to support delivery and improve access.
12. Develop existing relationships with other partner organisations (eg Community Planning Partners, Councils, Community/Voluntary sector) to identify and maximise shared space and/or service delivery opportunities.
13. Develop and deliver an agreed and prioritised Capital Programme and seek to maximise external funding opportunities.
14. Ensure continued transparent governance, effective project management and appropriate delivery models are used within all capital projects.
15. Investigate ways that assets can be used to generate a sustainable long-term revenue income.

Performance Indicators

- Capital Project Directory established for duration of Strategy
- % Capital Expenditure achieved in accordance in Plan
- Number of customers using Connect Centres.
- Number of Partnership approaches in service delivery
- No of Capital Projects delivered
- No of Projects delivered on budget
- Improvement projects delivered to enhance accessibility to priority buildings

9. Managing Performance

Delivery of these themes and outcomes will require concerted action over the full ten-year span of this strategy, covering planning and budgetary terms. Whilst some of the themes and outcomes are longer-term, high-level aspiration, others are more imminent and, in some cases, currently underway.

It is recognised that the management of our estate activities can be viewed as day-to-day running of estates whilst other activities are more developmental in nature. Both are equally important, however, for the purposes of this estates strategy, the focus is on the more strategic developmental activities.

Progress will be monitored through the ongoing management and review of the Directorate Plan for the relevant Directorate and through relevant reporting on the Council's Corporate Plan.

Delivery of the actions within this Strategy will contribute to improvement on the following population level indicators:

- Life satisfaction of people with a disability;
- % of premises unable to access broadband in excess of (i) 10Mbps and (ii) 30Mbps
- Commercial premises that are vacant
- Heritage at risk
- Climate change (CO2 emissions per capita)
- % municipal waste preparing for reuse, dry recycling and composting

This estate strategy, including outcomes and actions, will be kept under regular review to ensure it remains relevant and appropriate in light of the potential strategic changes in the council environment.



**THE COUNCIL'S VISION IS OF A
SUSTAINABLE, WELL MANAGED
AND FIT FOR PURPOSE ESTATE
WHICH SUPPORTS THE
DELIVERY OF ITS SERVICES IN
AN EFFECTIVE AND EFFICIENT
MANNER.**

Estates Strategy 2020-2030 Vision



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