Performance Improvement Plan

1 April 2022 – 31 March 2023

Sustainable Approach to Recovery
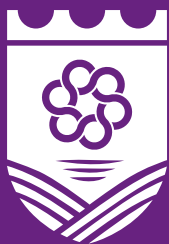
The Award Winning
Gortin Glens Forest Park

Fermanagh & Omagh
District Council

Comhairle Ceantair
Fhear Manach agus na hÓmaí

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

Contents

1.0 | Introduction

Part 12 of the Local Government Act (NI) 2014 sets out a General Duty of Improvement for local government, whereby all district councils must put in place arrangements to secure continuous improvement in the exercise of their functions. The Council is required to set annual improvement objectives and to have in place arrangements to achieve these objectives. The Council recognises 'improvement' to mean activity that enhances the sustainable quality of life and environment for ratepayers and communities.

Fermanagh and Omagh District Council has embedded an outcomes-based accountability (OBA) performance management framework and the Improvement Plan 2022-2023 (see Appendix 1: Outcomes Based Accountability and language discipline) has adopted this approach, identifying performance measures aligned to actions and contributing towards outcomes set out in the Community Plan for the district.

The Performance Improvement Plan (PIP) outlines the Council's key objectives for improvement, how performance will be measured and what positive outcomes stakeholders can expect as a result of the identified improvement activity. It represents the Council's commitment to achieving continuous improvement in the delivery of key services, however, the PIP does not describe every improvement the Council plans to make during 2022-2023.

The Council will continue to work to secure continuous improvement across all its services on an ongoing basis.

PERFORMANCE IMPROVEMENT OBJECTIVES 2022-2023

1 We will protect the environment and improve its sustainability

2 We will work in partnership to tackle disadvantage, with a focus on reducing poverty to ensure our people have equal access to opportunities

3 We will enhance access to health, leisure and recreation programmes to promote positive physical and mental health and wellbeing

4 We will work to accelerate economic recovery and job creation, enhancing skills and providing opportunities for sustained employment

5 We will work to maximise the opportunities for the Fermanagh and Omagh District as a leading tourist destination

6 We will encourage and empower communities to participate in Council engagement structures and initiatives

These objectives have been developed within the context of Corporate Business Planning and the Council's Performance Management Framework.

1

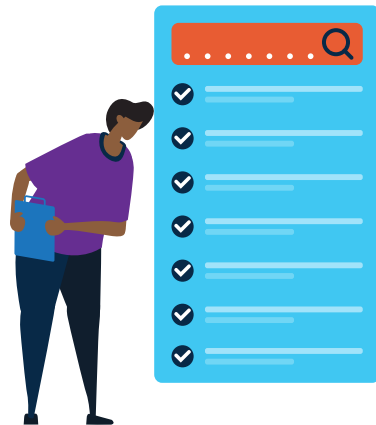**In identifying Improvement Objectives, the Council has ensured that they are:**

Aligned to the FO 2030 Community Plan, Corporate Plan *'Delivering Sustainable Change Together 2020-2024'* and associated Directorate Business Plans

Evidence and intelligence led

Aligned to the seven strategic aspects of improvement

Legitimate, clear, robust, deliverable, and demonstrable

2.0 | Socio-economic profile of Fermanagh and Omagh District

Fermanagh and Omagh District (FODC) is the largest in Northern Ireland (NI) by land mass and the smallest in terms of population. It is home to 117,000 people, 70% of whom live outside the two main towns. It is an area of great natural beauty and the location of 10% of all NI's business, the vast majority of these are micro-enterprises. This landscape and sparse population provide challenges in terms of service provision.

The infographic on the right provides an overview of the key statistics at District level that has informed our strategic planning approach. This socio-economic profile, completed in early 2022 by FODC in partnership with the University of Ulster, is developed under three themes:

- **People**
- **Place**
- **Economy**

A full copy of the report can be accessed at www.fermanaghomagh.com

For further information:
Email - datascience@fermanaghomagh.com

People

11%
The increase in population since 2001

The 16-64 population is to decline over the next decade

½
of the employed have a degree, A-level or equivalent qualifications

Residents reported being more active than they were in 2018

People in FODC are generally more content than NI average

Place

House prices have increased steadily since 2014

F&O has the lowest rental prices in NI

70% of school leavers achieving 5+ GCSE's A*-C

Long term infrastructure investment is lacking

Broadband connectivity remains a challenge for many, particularly in rural areas.

Economy

8%
Increase in employment since 2011 translating to 4,000 jobs

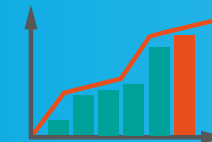**Employment is concentrated in:**

Retail   Health   Manufacturing

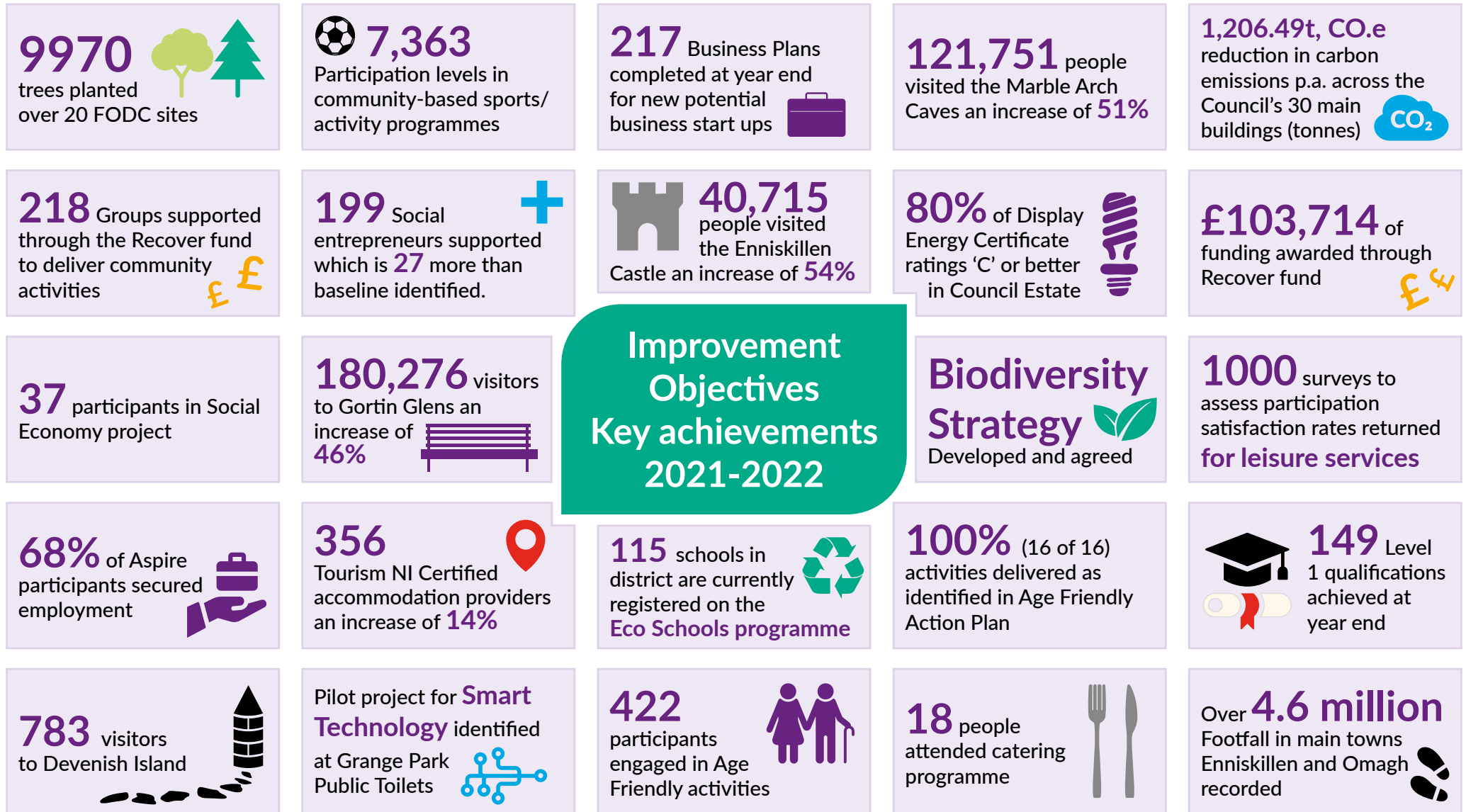No. of businesses has increased by 13% since 2013

£533m
The value of exports from F&O in 2019

Estimated spend during overnight trips to FODC were worth £70m on average between 2017-2019

3.0 | Key achievements: Performance Improvement Plan 2021-2022

The PiP 2021-2022 identified four improvement objectives. All four have been further developed and included in the plan for 2022-2023. A snapshot of some of the key achievements for 2021-2022 is illustrated in **Figure 1: Key achievements 2021-2022** below, however you can view the Progress Report '**Taking Stock: 2021-2022**' in full at www.fermanaghomagh.com

9970 trees planted over 20 FODC sites

7,363 Participation levels in community-based sports/activity programmes

217 Business Plans completed at year end for new potential business start ups

121,751 people visited the Marble Arch Caves an increase of **51%**

1,206.49t, CO.e reduction in carbon emissions p.a. across the Council's 30 main buildings (tonnes)

218 Groups supported through the Recover fund to deliver community activities

199 Social entrepreneurs supported which is **27** more than baseline identified.

40,715 people visited the Enniskillen Castle an increase of **54%**

80% of Display Energy Certificate ratings 'C' or better in Council Estate

£103,714 of funding awarded through Recover fund

37 participants in Social Economy project

180,276 visitors to Gortin Glens an increase of **46%**

Improvement Objectives Key achievements 2021-2022

Biodiversity Strategy Developed and agreed

1000 surveys to assess participation satisfaction rates returned **for leisure services**

68% of Aspire participants secured employment

356 Tourism NI Certified accommodation providers an increase of **14%**

115 schools in district are currently registered on the **Eco Schools programme**

100% (16 of 16) activities delivered as identified in Age Friendly Action Plan

149 Level 1 qualifications achieved at year end

783 visitors to Devenish Island

Pilot project for **Smart Technology** identified at Grange Park Public Toilets

422 participants engaged in Age Friendly activities

18 people attended catering programme

Over **4.6 million** Footfall in main towns Enniskillen and Omagh recorded

4.0 | Identifying the Performance Improvement Objectives 2022-2023

The Council continues to work across all its service areas and with partners and stakeholders to promote recovery following the impacts of the pandemic. More recently, recovery efforts have been affected by the global uncertainty arising from the war in Ukraine and the global impacts of widespread economic sanctions alongside the rising cost of living.   Most predictions anticipate that this situation could persist for some time and the Council is very aware of the difficulties being experienced by many residents of the District, particularly those who are most vulnerable in terms of managing household incomes. Inflationary pressures and cost of living increases also impact on Council budgets across all services. The Council remains committed to delivering improvements and value for money across the services it provides and aims to 'continuously improve' on performance year on year.

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 Improvement Objectives are fully aligned to the district's community planning outcomes and align with the strategic aspects of improvement in accordance with the Local Government Act (NI) 2014, which states that each performance improvement objective should bring about improvement in at least one of the following aspects (see Appendix 2: for Service Criteria overview):

Strategic effectiveness

Service quality

Service availability

Fairness

Sustainability

Efficiency

Innovation

The Improvement Objectives 2022-2023 are underpinned by a suite of 'supporting actions' and 'performance measures.' They are clearly aligned to the FO 2030 Community Plan and the Council's Corporate Plan 'Delivering Sustainable Change Together 2020-2024', as well as other regional and local plans. Figure 2: Programme for Government and Other regional plans and strategies illustrates how these plans are interrelated.

The Council has also taken into consideration performance information from the following sources to support the development of the performance improvement objectives:

The Northern Ireland Audit Office Audit and Assessment Reports and the 'proposals for improvement', which are currently being progressed

The Assessment of Performance 2020-2021, including progress against corporate priorities, performance improvement objectives and statutory performance indicators and standards for economic development, planning and waste management.

Programme for Government and other Regional Strategies, Plans and Programmes

Overarching Strategic Direction:

Community Plan

(Partnership Plan for the district)
and Corporate Plan

(FODC strategic priorities and commitments)

Supporting Strategic Plans:

Operational Plans:

Performance Management:

Our Vision
- What we wish to achieve in the future
- Long term shared vision in place through Community Plan

Mission
- FODC's purpose - why we exist - what we do - focuses on the present

Outcomes
- The long term results or goals we want to achieve (supported by performance measure progress toward outcomes)

Supporting Strategies, Plans, Programmes
Eg. Economic Development Plan, ICT Strategy, LRS Strategy

Operational Plan
Community Plan Action Plan, Annual Service Delivery and Improvement Plan (supported by performance measures which measure progress of services/programmes)

Results
Underpinned by measurement and reporting on progress, performance indicators and performance measures

Underpinned by Values and Principles

4.1 | FO 2030 Community Plan

Both the Community Plan and Corporate Plan have adopted a shared vision:

"

"Our Vision for Fermanagh and Omagh is of a welcoming, shared, and inclusive district, where people and places are healthy, safe, connected, and prosperous; and where our outstanding natural, built, and cultural heritage is cherished and sustainably managed."

The Community Plan sets the strategic direction which all community planning partners, both at an individual organisation level and collectively, will work towards to achieve our shared Vision and to improve quality of life for all our people. This strategic direction encompasses three thematic areas and six long-term outcomes.

An Outcome is the positive result which we aim to achieve for our population – it is not a reflection of how things are now, but of what we are aiming towards. We will measure progress towards the achievement of the outcomes through a set of performance indicators.

Theme 1:
People and Communities

Outcomes:

1. Our people are healthy and well – physically, mentally and emotionally
2. Older people lead more independent, engaged and socially connected lives
3. Our communities are inclusive, safe, resilient and empowered
4. Our people have the best start in life with lifelong opportunities to fulfil their potential

Theme 2:
Economy, Infrastructure and Skills

Outcome:

5. Our economy is thriving, expanding, and outward looking

Theme 3:
Environment

Outcome:

6. Our outstanding and culturally rich environment is cherished, sustainably managed and appropriately accessible

Cross-cutting priority: Strong Partnership Working

4.2 | Fermanagh and Omagh District Council Corporate Plan 'Delivering Sustainable Change Together 2020-2024'

The Corporate Plan 2020-2024 sets out the following mission statement and five strategic priorities:

The Council has defined its core purpose as:

> **"**
>
> *"We work in partnership to improve the lives and wellbeing of our communities and to provide the best quality experience for those who visit our District"*

The Council identified and agreed the following priorities for the period 2020-2024 and the Table 1: Corporate Priorities aligned to improvement demonstrates how the Improvement Objectives relate to each priority and relevant values.

The Council has also assessed the Performance Improvement Objectives against the following criteria, and considers them to be (see section 6 for full analysis):

- **Legitimate:**
  All the improvement objectives make a demonstrable contribution to at least one or more of the seven aspects of improvement listed in the Act.

- **Clear:**
  All the improvement objectives have performance measures identified and an outline of how each one will contribute to improving the quality of life for our citizens through alignment with relevant population indicators.

- **Robust:**
  All the improvement objectives outline what improvements citizens can expect.

- **Deliverable:**
  All the improvement objectives are linked to service areas and Directorate Plans with defined budgets in place for promoting delivery.

- **Demonstrable:**
  All the improvement objectives have identified the evidence that will be requested on a quarterly basis to demonstrate impact.

Table 1: Corporate Priorities aligned to Improvement Objectives

Corporate Improvement Priority Area 2020-24

Related Improvement Objective 2022-23

Positive Climate Action:
what we will do to support an agenda to positively address climate change, including promotion of a circular economy ethos

1. We will protect the environment and improve it's sustainability

Promoting and Supporting Health and Wellbeing:
in line with our 'Active Together' strategy provide accessible and inclusive opportunities for all to participate in physical activity and other leisure services

2. We will enhance access to health, leisure, and recreation programmes to promote positive physical and mental health and wellbeing

Jobs and the Local Economy:
our district is highly dependent on small, local businesses and continued high levels of entrepreneurship which we will continue to nurture and support

3. We will work to accelerate economic recovery and job creation, enhancing skills and providing opportunities for sustained employment

Developing our Tourism Potential:
capitalise on the untapped tourism potential in our district and working in partnership so that the district can benefit from the rewards

4. We will promote Fermanagh and Omagh District as a leading tourist destination

Tackling Disadvantage:
work to address the difficulties preventing people from participating fully in society, including poverty, but also, eg, limiting factors in one's life situation (such as a lack of skills), unequal levels of health and wellbeing associated with economic disadvantage and discrimination

5. We will work in partnership to tackle disadvantage, with a focus on reducing poverty to ensure our people have equal access to opportunities

Values Framework:
Engagement and Involvement

6. We will encourage and empower communities to participate in Council engagement structures and initiatives

4.3 | Consultation and Engagement

A commitment to 'Engagement and Involvement' is set out in the Council's Corporate Plan and this is evident through development of Council strategies, plans and policies. The consultation process in respect of the Council's **Performance Improvement Plan 2022-2023** took an-evidence led and participative approach.

Consultation with all internal council staff took place in December – January 2022 regarding potential areas for improvement following a review of the Corporate Business and Recovery Plan 2020-22. Alongside this process, members of the public were provided with the opportunity, through the council website, to suggest potential improvement objectives. Based on a review of emerging challenges post COVID 19, an overview of progress of improvement objectives identified in 2021-2022, and a strategic mapping process at both regional and local level, an initial draft suite of Improvement Objectives for 2022-2023 was identified for public consultation purposes.

A range of consultation methods were adopted identifying key target groups and ensuring all Section 75 categories had an opportunity to respond.

The public consultation ran for a period of eight weeks commencing on **28 March 2022** until **23 May 2022**. 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 2018.

FODC Performance Improvement 22/23 consultation findings

Key findings from public responses received in relation to the development of the Performance Improvement Plan 2022-2023 for Fermanagh and Omagh District Council

1

69%

agree that objectives were easy to understand

2

94%

of respondents agreed that opportunities to enhance support for social enterprises was a priority

3

94%

of responders agreed that implementation of the new Planning Portal and improving processing times for major and local applications was a priority

4

94%

agreed that promoting increased access to services in the most rural areas of our district is a priority

5

88%

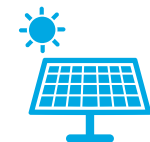agreed that developing and implementing an Action Plan to support energy management of Council facilities was a priority
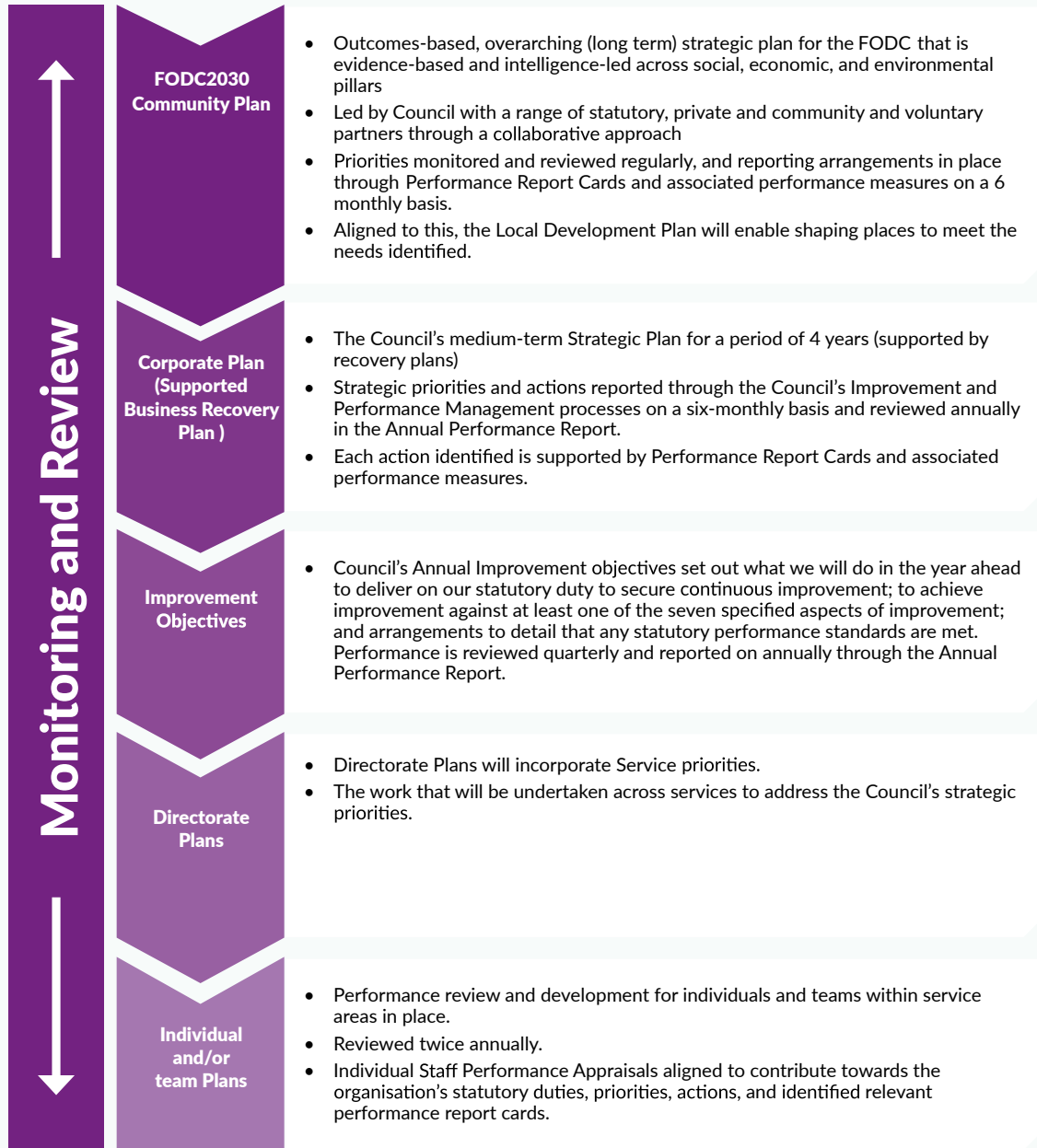
Table 2: Copy of Consultation Methods and Evidence (where applicable)

Staff

Detail:

Consultation with FODC Staff through dissemination of staff survey.

Impact:

44 responses received from staff

Local Newspapers

Detail:

Notice of 8-week consultation from 28 March 2022 will be advertised in all 4x local newspapers to promote awareness.

Impact:

All newspapers included editorial alongside paid advert.

Email Campaign

Detail:

Internal/External Databases targeted (inc. Partners databases for Community Plan Partnership)

- Community and Voluntary Sector database
- Business Sector database (inc. Town Centre Recovery Data base)
- 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 Community Planning Partner)
- FODC Consultee list

Impact:

Over **17,000** on identified data bases circulated

Social Media Platforms

Detail:

Utilisation of FODC Social Media platforms
24 Facebook posts over 8-week period
24 Twitter posts over 8-week period
24 LinkedIn posts over 8-week period

Impact:

Facebook (reach **14,188, 355** link clicks)

Twitter (**282** impressions, **2** engagements)

External

Detail:

Circulated to all Council staff for sharing with their own networks

At the closing date, 33 responses were received from the public consultation and 44 from staff. An overall total of 77 responses were received. This is a 57% increase in responses received last year. Public consultation confirmed a high level of support for Improvement Objectives.

This feedback directly informed the content of the Performance Improvement Plan 2022 -2023 and is outlined in the Consultation Report '**You Said, We Listened**' available at www.fermanaghomagh.com.

5.0 | Delivering Continuous Improvement and Managing Performance

Monitoring and Review

FODC2030 Community Plan
- Outcomes-based, overarching (long term) strategic plan for the FODC that is evidence-based and intelligence-led across social, economic, and environmental pillars
- Led by Council with a range of statutory, private and community and voluntary partners through a collaborative approach
- Priorities monitored and reviewed regularly, and reporting arrangements in place through Performance Report Cards and associated performance measures on a 6 monthly basis.
- Aligned to this, the Local Development Plan will enable shaping places to meet the needs identified.

Corporate Plan (Supported Business Recovery Plan)
- The Council's medium-term Strategic Plan for a period of 4 years (supported by recovery plans)
- Strategic priorities and actions reported through the Council's Improvement and Performance Management processes on a six-monthly basis and reviewed annually in the Annual Performance Report.
- Each action identified is supported by Performance Report Cards and associated performance measures.

Improvement Objectives
- Council's Annual Improvement objectives set out what we will do in the year ahead to deliver on our statutory duty to secure continuous improvement; to achieve improvement against at least one of the seven specified aspects of improvement; and arrangements to detail that any statutory performance standards are met. Performance is reviewed quarterly and reported on annually through the Annual Performance Report.

Directorate Plans
- Directorate Plans will incorporate Service priorities.
- The work that will be undertaken across services to address the Council's strategic priorities.

Individual and/or team Plans
- Performance review and development for individuals and teams within service areas in place.
- Reviewed twice annually.
- Individual Staff Performance Appraisals aligned to contribute towards the organisation's statutory duties, priorities, actions, and identified relevant performance report cards.

Essentially, continuous improvement will be achieved through ongoing, incremental changes to the way we work to improve our processes and services for the benefit of those who live, work, or visit in the district. The Council has systems and processes in place clearly identified in its **Strategic Performance Improvement Framework** *(Appendix 2)* to ensure that as an organisation we achieve continuous improvement and that we have monitoring and reporting arrangements in place which enable us to report our performance.

Figure 3: Strategic Performance Improvement Framework

The Council's Performance Improvement Plan 2022-23 sits within a hierarchy of Council plans (Figure 3) and sets out what the Council will do in the year ahead to deliver on its statutory improvement duty, outlining why Improvement Objectives have been chosen, as well as the expected outcomes.

By 30th of September each year, the Council must produce and publish its Annual Performance Report which includes a self-assessment of its performance for the previous financial year. This reports on progress towards the PiP commitments, the achievement of improvement objectives and sets out performance against a range of statutory and self-imposed performance measures, as well as, where practicable, how the Council's performance compares to others. Alongside the quarterly progress reports for all improvement objectives, the Annual Report is reviewed by the Council's Regeneration and Community Committee and by the Council's Audit Panel.

5.1 | 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:

Statutory Indicator	2018/19		2019/20		2020/21		RAG Status
	Target	Actual	Target	Actual	Target	Actual	
ED1: The number of jobs promoted through business start-up activity	170	170	170	172	170	101	
P1: The average processing time of major planning applications	30 weeks	22 weeks	30 weeks	23.4 weeks	30 weeks	58.6 weeks	
P2: The average processing time of local planning applications	15 weeks	12.2 weeks	15 weeks	10.6 weeks	15 weeks	15.6 weeks	
P3: The percentage of enforcement cases processed within 39 weeks	70%	84.9%	70%	81.1%	70%	56.6%	
W1: The % of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).	50% by 2020 (FODC target set of min of 1% increase pa)	48.75%	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%	
W2: The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	< 14,675 tonnes	13,677	< 13,781 tonnes	13,478	<13,781	14,410 tonnes	
W3: The amount (tonnage) of Local Authority Collected Municipal Waste Arisings	n/a	55,931 tonnes	n/a	55,233	n/a	58,108 tonnes	

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

All seven statutory indicators are **aligned to three** of the six improvement objectives.

Reference to waste indicators aligns to **Improvement Objective one** (see performance measures 1, 2 and 3).

Reference to the economic development indicators aligns to **Improvement Objective three** (see performance measure 42).

Reference to planning indicators aligns to **improvement objective four** (see performance measures 46, 47 and 48).

Inclusion within the Performance Improvement Plan, with **progress monitored quarterly** by Senior Management Team, Regeneration and Community Committee and Audit Panel.

Inclusion within **Directorate Business Plans**, with progress being monitored on a bi-annual basis.

Data submissions to Government Departments, with reports being issued to monitor the performance of each Council, outlining regional trends and comparisons.
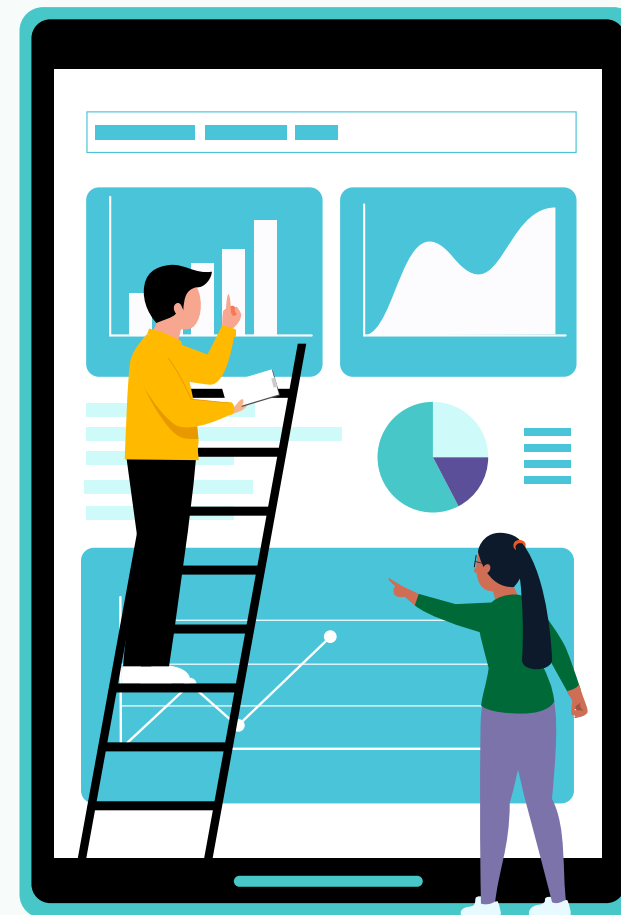
5.2 Self-Imposed Performance Indicators

The Council also reports annually on a range of self-imposed performance measures through its Annual Performance Report. This suite of performance measures continues to be developed as we work with other Councils towards a regional benchmarking arrangement such as through the Association for Public Service Excellence (APSE). Currently nine of eleven NI Councils are members of APSE Performance Networks.

Appendix 3: Self Imposed Performance Indicators Trend Analysis provides an overview of performance across a number of years in respect of these measures. Data on performance during the 2021-2022 year will be published by 30 September 2022 on the council's website at www.fermanaghomagh.com in the Annual Performance Report 2021-2022.

6.0 | Improvement Objectives 2022/23 – What we will do

The table below provides further detail on each of the six improvement objectives identified for 2022/23, how each aligns to the 'FO 2030 Community Plan', the Corporate Plan *'Delivering Sustainable Change Together 2020-2024'*, the United Nations' Sustainable Development Goals and relevant strategies at regional and local level. Information is provided on associated evidence and data trends which have supported identification of the Improvement Objective alongside the targeted customers, high-level actions, and performance measures. You can view the **'Population Trend Analysis 2021' and 'Performance Measure 1-72 Trend Analysis'** at www.fermanaghomagh.com in full.

6.1 | We will protect the environment and improve its sustainability

Improvement Objective One	Lead officer: Director of Environment and Place Supported by: Head of Parks and Open Space and Lead Climate and Sustainable Development Officer
Related Community Plan Theme Outcome/s and Corporate Plan priority area	**Theme**: Environment **Outcome: 6** Our outstanding and culturally rich environment is cherished, sustainably managed and appropriately accessible **Priority**: Climate Change
Links to UN Sustainable Development Goals	
Target Customers	• All residents • Businesses • Statutory Partners • Community and Voluntary sector groups • Schools • Council Staff (inc. Building Managers) • Land and Property Developers

Strategic significance at regional and local level	• Building Forward: Consolidated COVID19 Recovery Plan (NIE) • NIE Green Growth Strategy and Climate Action Plan • Energy Strategy • FODC Climate Change and Sustainable Development Strategy 2020-2030 and Action Plan Restore, Revive, Thrive • FODC Biodiversity Strategy and 2022-2027 and Biodiversity Action Plan • FODC Estate Strategy 2020-2030 • FODC Fleet Strategy
What's the story behind the baseline? (or why has this improvement objective been retained, reconfigured or identified)	Climate Change is essentially the most significant challenge we face in the next ten years globally. It is widely accepted that the climate has reached crisis point and FODC has recognised this by declaring a climate emergency in 2021 and launching its first ever Climate Change and Sustainable Development Strategy and Action Plan. This objective is not entirely new; the 2021/22 objective has been reconfigured to broaden the scope and alignment to the Green Growth and Sustainability outcome in the Executive's Recovery Plan and to actions in the Council's Climate Change Action Plan Restore, Revive and Thrive. **6a: Biodiversity** The Fermanagh and Omagh district is one of the most biodiverse regions in Northern Ireland with a number of priority habitats and species located within our area. This is a highly valued resource and one of the unique selling points of our district. However, there are various risk factors, such as climate change, pollution, and invasive species. One of the biggest risks is apathy amongst the population, or a lack of understanding. The indicator suggests only 45% of the population have heard of the phrase 'biodiversity', thus there is a significant range of action needed to increase biodiversity awareness amongst the population. As this action develops, the indicator is likely to be supplemented by more specific data, such as the level of wild bird and/or butterfly activity, as this is considered a leading indicator for wider environmental conditions. **6b: Street Cleanliness** Street cleanliness is considered a proxy for cleaner, greener, and more sustainable communities with a better quality of life. In addition, street cleanliness is a clear demonstration of local pride in an area. The local environmental audit (LEAMS) measure is a wider measure of street cleanliness, also used in Scotland and Wales. The data for Fermanagh and Omagh in 2019/20 identified a score of 66, which is a deterioration on the previous year (75) and slightly below the NI average of 68, suggesting streets in Fermanagh and Omagh had a slightly lower level of cleanliness than those in some other parts of NI. The average NI LEAMs score fell from 71 in 2018/19 to 68 in 2019/20. More recently, assessments have not been carried out because of the pandemic. Action will centre on engagement with local communities in trouble spots, promotion of the eco-school's programme and demonstrating the standards expected in green flag parks.

6c: % journeys made on public transport and active travel

At 15%, the figures for the Fermanagh and Omagh district fall well below the Northern Ireland average of 25%. This may be due to the rurality of the district and the limited public transport service available across rural areas. In some cases, there will be no alternative to use of the car, particularly for commuting, however efforts should be made, where practicable, to encourage use of public transport and/or other forms of active travel due to the personal, social and environmental benefits which could be gained.

6d: % people having a positive impact on the environment

One of the most important actions that can be achieved towards an improvement in environmental conditions is getting people to make small changes in their day-to-day lives. This indicator is based on such a premise, compiling a list of actions people have taken in the past 12 months. The list contains popular steps such as reusing plastic bags, using energy efficient lightbulbs and recycling/upcycling old goods. Less popular measures include hiring products as opposed to buying, volunteering for environmental causes, and using non-disposable nappies. The figure used relates to people who have not taken any action listed in the survey, and has been increasing, from 3% in 2012 to 8% in 2018, even as the list has widened. This is concerning, due in part to the longer list and the widespread campaigning on environmental issues. This indicator provides a lot of opportunity for action, both with the more common positive environmental activities and those which are more difficult to achieve.

6e: Climate change – CO2 emissions per capita

People generally are becoming more aware of their carbon footprint and, in particular, emissions of CO2. The indicator shows that on a per capita basis, CO2 emissions have been falling in Fermanagh and Omagh, from 17 tonnes per person per annum in 2005 to 13.7 in 2019. A lot of this is likely to have been driven by the reduction in emissions from cars and the modernisation of equipment. Whilst this is a positive story, with the curve moving in the right direction, significant challenges remain. For example, the proposed forthcoming banning of new diesel, petrol and hybrid powered cars presents challenges in a rural district where the current range of electric vehicles – and infrastructure to support – is insufficient for wholesale changes in the population. Other data suggests a continuing high dependency on the car as opposed to public transport or walking/cycling. The barriers to public transport are well understood – and relevant – in Fermanagh and Omagh, but there is still scope for action to reduce carbon emissions.

6f: % municipal waste send for reuse, recycling and composting

47.2% of all waste in Fermanagh and Omagh was preparing for reuse, dry recycling and composting in 2019/20; this falls short of the Northern Ireland average (51%) and remains a concern. A food waste collection service has assisted in moving us towards the achievement of this target, nonetheless, efforts must be made to continue to change culture and mindsets and to encourage both householders and businesses to build on the steps that have been made and to further embrace initiatives aimed at increasing reuse, recycling and composting.

Statutory Service Criteria	1. Strategic Effectiveness 2. Service Quality 3. Service Availability 4. Fairness 5. Efficiency 6. Sustainability 7. Innovation	
Actions	**Best ideas**	**Performance Measures** **How will we measure Performance of our systems and processes?** (these will be reviewed every quarter)
Implementation of Climate Change Action Plan Restore, Revive, Thrive	• Develop and manage the governance to support the implementation of the Action Plan • Identify funding sources to support the implementation of actions identified • Promote key climate change awareness messages to encourage behaviour change • Implement environmental and climate educational activities and promotional campaigns and environmental improvement initiatives in the community • Work to prioritise the 45 actions identified in the Climate Change action plan and report on progress of those that have developed	1. % of household waste collected by district councils that is sent for recycling (including waste prepared for reuse) (statutory measure) 2. # Amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled (statutory measure) 3. # Amount (tonnage) of Local Authority Collected Municipal Waste Arisings (statutory measure) 4. # of social media engagement (reach, clicks and comments) 5. # of people, schools and community groups involved in 'environmental activities' 6. # of people, schools and community groups involved in 'environmental activities' through events, school visits, community talks etc. that report improved knowledge/changed behaviour as a result of interaction

Develop and implement an action plan to support Energy management	• Progress the development of an Energy Management Plan to support delivery of actions identified in the FODC Climate Change Action Plan • Embed good practice energy management approaches into facility and building management decisions, targeting a reduction in carbon emissions. • Identify council assets at risk from climate impacts and implement adaptation measures where necessary. • Identify funding streams to assist the council improve the energy efficiency of its estate.	7. #/% of jot form submissions across the organisation by building managers 8. % of Display Energy Certificate ratings 'C' or better. 9. % Reduction in energy consumption of council's 30no. DEC buildings (kWh per m2) 10. #/% council assets identified with adaptations commenced
Implementation of Fermanagh and Omagh District Council Biodiversity Action Plan	• Seek approval of Draft FODC Biodiversity Action Plan and identify and agree # performance measures to demonstrate continuous improvement • Develop and manage the governance to support the implementation of the Biodiversity Action Plan • Implementation of Biodiversity Action Plan and process aligned to Corporate Performance Management Framework to report progress to governance body/structure • Promote key biodiversity messages to increase awareness and influence changed behaviours	11. Area of land managed for Biodiversity 12. #Trees planted on FODC managed estate (and External Partners listed on internal Data Records) 13. Invasive Alien Species treatment site numbers recorded on GIS as site location 14. # of social media engagement (reach, clicks and comments)

What difference will this action make?

• Alter our behaviour and systems to protect our families, our economies, and the environment in which we live from the impacts of climate change.
• Introduce and monitor a sound governance process to monitor the impact of the Climate Change Action Plan, Biodiversity Action Plan and Energy Management Plan
• Enhance potential to secure additional resources to invest in climate action and mitigation practices
• Improve the environmental behaviours of our citizens and encourage a more sustainable approach
• Marketing and promotion of responsibilities through promotion of Reduce, Reuse, Recycle (and similar initiatives) utilising social media platforms
• Improved air quality and better utilisation of natural resources
• More woodland and tree provision across the district improving the local environment
• In the longer term, increased tree coverage can reduce flooding and erosion
• 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

6.2 | We will work in partnership to tackle disadvantage, with a focus on reducing poverty to ensure our people have equal access to opportunities

Improvement Objective Two	Lead officer: Director of Community and Wellbeing Supported by: Head of Community Services, Head of Regulatory Services and Lto Lead Data Science and Intelligence Officer
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	**Theme**: People and Communities **Outcome 3**: Our communities are inclusive, safe, resilient, and empowered, 4. Our people have the best start in life with lifelong opportunities to fulfil their potential and 5. Our economy is thriving, expanding, and outward looking **Priorities**: Tackling Disadvantage
Links to UN Sustainable Development Goals	
Target customers	• Rural Residents in identified SOAs in the district • Working poor • Families • Single households • Disabled people
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
What's the story behind the baseline? (or why has this improvement objective been retained, reconfigured or identified)	**3c**. poverty measures what proportion of the population are living in poverty in any given year and is the principle statistical measure of poverty. It is also an income only measure. The latest data show that 23% of people living in Fermanagh and Omagh are living in relative poverty; the comparable figure for NI is lower at 18%. The projection, which is 'policy neutral' suggests that the gap in poverty between Fermanagh and Omagh residents' and the NI average is due to widen over time, albeit on a downward trajectory.

4d: % children living in low-income families
There is strong evidence that children who live in households in poverty have poorer life outcomes. This manifests itself with poorer education outcomes, greater exposure to alcohol and drug dependence and a lower life expectancy at birth. Given this strong evidence base, it is important to recognise the adverse impact living in poverty is likely to have in ensuring the best start in life. This indicator uses ONS 'children living in low-income families' data, which suggests just over one-in-five children live-in low-income families. This is broadly similar to population level poverty levels. Supplementary data from the Multiple Deprivation Measure publication would suggest this could be double in certain areas within the district. Therefore, this data will need to be used to ensure interventions are targeted at those most in need, as the level of intervention required in impoverished areas is likely to be greater than elsewhere in the district.

5f: % of premises unable to access broadband in excess of 10Mbps and 300Mbps
29.4% of premises in Fermanagh and Omagh are unable to access broadband speeds in excess of 30Mbps which is the highest proportion of any local authority in Northern Ireland and amongst the highest in GB. Indeed, with 8.4% of premises unable to access 2Mbps broadband speeds is the highest of any local authority from the 379 in the UK. DfE's Project Stratum aims to reduce this imbalance, and the Council will continue to lobby to ensure that this project is targeted effectively. This indicator in the Community Plan focuses on broadband provision at both ends of the scale. 10Mbps is noted as it is considered the lowest acceptable speed to operate in the modern world; almost 1 in 5 premises in Fermanagh and Omagh are unable to access broadband speeds of 10Mbps. At the upper, more ambitious end, 75% of premises are unable to access 300Mbps, the benchmark for 'ultra-fast broadband'.

Statutory Service Criteria	• Service Availability • Fairness • Sustainability • Innovation

Actions	Best ideas	How will we measure Performance of our systems and processes? (these will be reviewed every quarter)
Work to develop the evidence base at local level to target and promote increased access to services in the most rural areas of our district	• Support the Rural Affairs Sub-Committee in its business to identify rural issues, assess the impact of rural inequalities and lobby for change • Progress and deliver on the agreed Rural Affairs Sub-Committee Strategic Workplan • Continue to support the roll out of Project Stratum and lobby for superfast broadband for all premises - whether this be an extension of the Project Stratum Intervention Area or other approach	15. # Rural Affairs Sub-Committee meetings and % attendance at meetings 16. % Strategic Actions within the Strategic Workplan which have a green rag status 17. # Additional premises added to the Project Stratum Intervention Area (within FODC) 18. % Uptake of FIBRUS broadband in district (i.e. that offered through Project Stratum)
Implement targeted interventions to support the most vulnerable in our society	• Promote healthy eating/nutrition and access to affordable and sustainable food sources to address food poverty • Work in partnership with CVS and other statutory stakeholders to develop initiatives to reduce fuel poverty • Work in partnership with Department for Communities, Community and Voluntary Sector and relevant stakeholders to develop the Social Supermarket Model • Promote financial inclusion through delivery of appropriate advice in relation to welfare reform, generalist, and debt advice through provision of adequate advice services	19. # People participating in the slow cooker project 20. # People participating in sustainable food projects (i.e., grow your own etc) 21. # People supported to access healthy food choices 22. # of referrals made which were accepted by referral organisations 23. #£ of additional money secured in FODC by advice services in relation to all type benefits 24. #£ of debt that is written off

Progress the development and implementation of an Anti-Poverty Action Plan

- Work with the Anti-Poverty Working Group (Community Planning) to develop a draft Anti-Poverty Action Plan for the District through partnership working
- Carry out an evidential review of data and intelligence associated with deprivation and disadvantage and identify key priorities and geographic areas where risk is highest
- Carry out a policy review of local and regional documents that should inform the Action Plan; Manage and deliver action plan
- Consult on the draft Action Plan targeting those with a lived experience of poverty to respond
- Review consultation findings
- Launch FODC Anti-Poverty Action Plan
- Manage and deliver action plan

25. # Key strategies reviewed (local and regional levels)
26. # People who responded to the lived experience poverty consultation
27. # of respondents that agree to be continuously involved through the Anti-Poverty Working Group
28. % of responses received that agree with recommendations
29. # Additional actions considered following consultation in final plan
30. # Social media interactions (likes, clicks and comments)

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 and more low paid families suffering food, fuel, and transport poverty
- Enhance data and intelligence at local level in relation to deprivation, to ensure projects and interventions are targeted at the most vulnerable in our society
- Enhance partnership working amongst support partners and strengthen referral mechanisms improving awareness of service availability and the needs of those in poverty
- Develop more sustainable pathways out of poverty

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6.3 | We will enhance access to health, leisure, and recreation programmes to promote positive physical and mental health and wellbeing

Improvement Objective Three	Lead officer: Director of Community and Wellbeing Supported by: Head of Community Services, Head of Cultural Services and Head of Park and Open Spaces
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	**Theme**: People and Communities **Outcome: 1** Our people are healthy and well – physically, mentally, and emotionally and 3. Our communities are inclusive, safe, resilient, and empowered **Priority**: Promoting and Supporting Health and Wellbeing
Links to UN Sustainable Development Goals	
Target customers	• Children and Young People • People with a disability • People with poor mental health • Residents living in areas of deprivation • Working families
Strategic significance at regional and local level	• Building Forward: Consolidated COVID19 Recovery Plan (NIE) • DFC forthcoming 10 year Strategy for Physical Health Activity and Sport • DFC forthcoming Anti-Poverty Strategy • FODC Active Together Strategy • FODC Community Development Strategy • FODC Play Park Strategy

What's the story behind the baseline?
(or why has this improvement objective been retained, reconfigured or identified)

1a: Gap in life expectancy between most and least deprived areas
The gap stands at 1.4 years for males and 2.0 years for females. People living in the most deprived areas are much more likely to have fallen below the poverty line or to be living on a low income. Low income can often result in poor diets and an increase in behaviours associated with stress such as smoking or increased alcohol or drug dependency. Similarly, uptake of leisure activities is often reduced in the most deprived areas and levels of engagement with GPs and other health professionals, particularly amongst males, is often lower. These inequalities often begin to emerge in early years and progress throughout life making it important to address all age groups. There is also a correlation between areas of most deprivation and the highest levels of those who consider themselves not to be in good health.

1b: Standardised admission rate due to alcohol and/or drugs
Currently the Fermanagh and Omagh average stands at 145 admissions per 100,000 people due to drugs and 546 admissions per 100,000 people due to alcohol. Both are much more prominent in the most deprived parts of the district, at 820 per 100,000 (alcohol) and 257 per 100,000 (drugs).   Drug or alcohol misuse can be attributed to a range of reasons, including family stress or breakdown, peer pressure, coping mechanisms to deal with stress or anxiety. It has also become a social norm to drink alcohol at home on a regular basis and this can spiral into dependency in some, if unchecked. For younger adults the 'pre-drinks' culture before socialising has greatly increased. The rates of admissions are also much higher in the most deprived areas. Drug or alcohol misuse can be attributed to a range of reasons, including family stress or breakdown, peer pressure, coping mechanisms to deal with stress or anxiety. It has also become a social norm to drink alcohol at home on a regular basis and this can spiral into dependency in some, if unchecked. For younger adults the 'pre-drinks' culture before socialising has greatly increased. The rates of admissions are also much higher in the most deprived areas.

1c: Standard prescription rates – mood and anxiety disorders
This indicator is used as a proxy for mental health issues, which are difficult to quantify. The latest data suggest there are 196 prescriptions per 1,000 patients in Fermanagh and Omagh, rising to 231 per 1,000 in the most deprived part of the district. Prescription levels for mood and anxiety disorders are on an upward trend, and if they continue on the same trend, will be 9% higher than present in 5 years. However, this may point to better recognition of mental health issues, with more people in need seeking out help. Thus, it should not be seen as an absolute negative in the short to medium term.

1d: The number of preventable deaths
The number of preventable deaths in Fermanagh and Omagh is slightly below the Northern Ireland average but still stands at 197 per 100,000 deaths. These can be due to a range of factors including suicide, accidents at home or at work, road traffic accidents, poor lifestyle choices, or ignoring health issues. There is a need to focus on actions with a focus on early intervention and prevention to help people to make better choices and to access support where needed.

1e: % people not doing the recommended amount of physical activity
It is recognised that a lot of health issues – both physical and mental – relate back to a lack of physical exercise. In Fermanagh and Omagh, 71% of residents do less than the minimum recommended amount (30 minutes on 5 days of the week, not including household chores (or a total of 150 minutes per week). This has fallen from 75% in 2018, possibly one of the positive benefits of the COVID-19 pandemic and the series of lockdowns in the past year.

3g) Life satisfaction of people with disabilities: life satisfaction is measured across a range of facets of life (general life nowadays, physical health, mental health/emotional wellbeing, financial situation, living accommodation and connectivity (both digital and physical). This is reported in a score out of 10. The average score for people with disabilities is 6.4/10, compared with 6.9/10 for the whole population. The differential between those with disabilities and the whole population is narrower in 2021 than it was in 2018, but it still exists. Action to turn this curve will focus on finding out what the barriers to life satisfaction for people with disabilities are, how they can be addressed and addressing them.

Statutory Service Criteria	• Strategic Effectiveness • Service Quality • Service Availability • Fairness • Efficiency • Sustainability • Innovation

Actions	Best ideas	How will we measure Performance of our systems and processes? (these will be reviewed every quarter)
Update and deliver the Active Together Strategy and Action Plan	• Review and revise the Active Together Strategy and Action plan • Implement the Updated Active Together Action Plan • Progress the development of Community Hubs across the district in line with the Active Together Strategy • Introduce opportunities to increase participation of underrepresented groups in leisure and recreation	31. # Leisure Centre Users (across all 4) 32. Usage at key outdoor recreation sites 33. # of programmes undertaken at a local level outside of leisure centres 34. # Young people involved in Healthy Places Programmes 35. # Participants increase in areas from underrepresented groups and disadvantaged areas

Enhance our Parks and Open Spaces	• Deliver the Geopark Development Plan • Implement the Council's Play Park Strategy • Agree and commence delivery of Trails and Signage Plan	36. # Opportunities to engage with Geopark and Outdoor Recreation (events and activities)
Promote participation in physical activity and sport for children and young people through clubs, leisure facilities and inclusive opportunities for children and young people with limited involvement.	• Undertake a sample audit of young people to determine the sports, leisure and cultural services and activities which they would like to see developed in the district • Review opening times and programme activities for working families • Increase memberships of Leisure Centres by 15% from 19/20 baseline	37. # Inclusive/accessible programmes delivered 38. % Increase of Memberships across all 4 leisure centres

What difference will this action make?

- Opportunities to take part in a range of activities across the district aimed at improving physical activity levels
- Opportunities to build social contact and networks, thereby combating loneliness and isolation which can be a factor in contributing to poor mental and emotional health and wellbeing. This is particularly relevant in rural communities
- Enhanced provision in our parks and open spaces
- Access to information which communicates the benefits of physical and social activity both in terms of physical and mental health and wellbeing

6.4 | We will work to accelerate economic recovery and job creation, enhancing skills and providing opportunities for sustained employment

Improvement Objective Four	Lead officer: Director of Regeneration and Planning Supported by: Head of Economic Development and Investment and Head of Place Shaping and Regeneration
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	**Theme**: Economy, infrastructure, and skills **Outcome**: Our economy is thriving, expanding, and outward looking **Priority**: Jobs and the Local Economy
Links to UN Sustainable Development Goals	
Target customers	• Recently unemployed • Those facing redundancies (contractually available to participate in programmes) • School Leavers and Graduates • Under-employed (in part-time employment seeking additional hours) • Existing business • New businesses
Strategic significance at regional and local level	• Building Forward: Consolidated COVID19 Recovery Plan (NIE) • 10X Economy • FO Labour Market Partnership Plan 22/23

What's the story behind the baseline?
(or why has this improvement objective been retained, reconfigured or identified)

5a: The number of jobs
Overall jobs in the Fermanagh and Omagh district decreased following the economic downturn in 2008/09 although, since 2012, has been steadily increasing with the biggest increase in part-time employment. In 2019 there were 52,208 jobs in the district, including employees, self-employed and agricultural labour. Whilst employment levels are above lows in 2011/12, they have plateaued, with the projection – which is policy neutral and doesn't account for the significant downside risk relating to Covid-19 – not suggesting high growth in employment over the next 5 years. Continued efforts are needed to provide the conditions which contribute to sustaining and growing employment opportunities in the district, particularly as it too early to tell the full impact of the COVID-19 pandemic.

5b: % of the population who are economically inactive
Economic inactivity has remained stubbornly high in Fermanagh and Omagh – and indeed across NI – over the past decade, tending to fluctuate at approximately 40% for all people aged 16 years or older and 30% for those of 'core working age' (16-64 years). A factor underpinning the latter point may be the numbers of young people who leave the district either to study or to avail of career opportunities elsewhere, many of whom don't return. Other factors may be the lower level of wages available in the district or issues such as childcare costs which may not make it financially attractive for some benefit claimants to take up employment. Issues around income security for those on part-time or flexible hours contracts may also be a factor as well as, perhaps, a mismatch of skills with the posts available.

5c: Number of registered businesses
The number of registered businesses in Fermanagh and Omagh has been increasing steadily since 2015. This is positive in a district where self-employment and micro-businesses have long been prominent, either as a result of an entrepreneurial eco-system (a positive trait) or due to necessity as there are a lack of large employers locally (possibly a negative trait). Indeed, 90% of businesses in the district survive their first year which is also a positive indicator. Efforts are required to continue to promote entrepreneurship and to encourage business growth.

5d: Wage levels
Average wage levels for those working in the Fermanagh and Omagh district are lower than the Northern Ireland average, ie, 47.3% compared to £27,061. This gap – 13% - is consistent with the long-term gap in wages between those working in Fermanagh and Omagh and the NI average. This does not suggest that a worker doing the same job locally gets paid less than if they were doing the same job in Belfast. Instead, it is largely due to the sectoral mix, with a reliance on lower paid industries such as agriculture, retail and hospitality locally, and less of the well-paid professional services industries. There is a need to attract high growth and higher paid industries to the district and to encourage growth within existing industries so that employees can benefit through increased wage levels.

5h: % commercial premises that are vacant

18% of commercial premises in the district were vacant in February 2021, compared to an average of 24% across Northern Ireland. Vacancy rates vary across the district, ranging from 9% in Dromore to 27% in Carrickmore. In general, local towns and villages (i.e. those outside Enniskillen and Omagh) tend to have a higher level of vacancies. This figure is seen as an indicator of wider economic conditions and many town centres have not fully recovered from the effects of the last economic downturn. The full impact of the COVID-19 pandemic is still playing out but efforts are required to continue to promote local economic growth and to make town centres attractive to both retailers and customers.

5i: Lack of childcare provision

Childcare provision is an enabler to allowing parents/carers to get back to work. It is striking that 90% of parents/carers in Co. Fermanagh feel that there is limited availability of childcare to allow them to work; the figure in Co Tyrone, 67%, is closer to the NI average but it is still high. This indicator is still in development with partners; specific Fermanagh and Omagh district level data will be published in due course and will succeed the country level data as the indicator. The precision of the indicator may also change; however, the emphasis will remain on childcare availability and the positive impact it can have on both the economy and in boosting household incomes.

Statutory Service Criteria	- Strategic Effectiveness - Service Quality - Service Availability - Fairness - Efficiency - Sustainability - Innovation

Actions	Best ideas	How will we measure Performance of our systems and processes? (these will be reviewed every quarter)
Progress the implementation of the Labour Market Partnership (LMP) Action Plan	• Secure Department for Communities agreement on the 2022-2023 LMP Action Plan • Confirm funding offer • Establish formal Partnership • Undertake an annual survey of the LMP members to assess the extent to which they feel they have an improved awareness of the Fermanagh and Omagh Labour Market • Undertake a local Employer skills survey • Develop and communicate an employability programme register • Sectoral Employment academies - interventions linked to employer need • Deliver essential skills training in a format that can attract and engage young people to acquire basic qualifications in English and Maths. • Develop and deliver a Parent-focused skills gap programme • Employer-led Disability Inclusion programme pilot to increase the number of disabled people in paid employment • Female entrepreneur programme • Flexi-work Employer Engagement Programme • Pilot a facilitated online apprenticeship brokerage service that works with local employers to identify and publicise new FODC employer apprenticeship opportunities • Review the 2022- 2023 Action Plan and develop a new LMP Strategic Plan 2023-2026 • Develop Annual 2023-2024 Action Plan	39. % of employers confirm they are better informed and confident in disability employment 40. % Participants developed personal confidence and business skills 41. % Companies better placed to attract new workers into employment 42. # of employers engaged in the process 43. # FODC residents successfully enrolled in an apprenticeship.

Identify and implement opportunities to enhance support for social enterprises	• Continue to work alongside Social Enterprise NI and utilise good practice/advice • Promote Social Enterprise activity with Community and Voluntary Sector • Continue to deliver Social Economy Programme providing mentoring support • Distribute satisfaction surveys and collate findings and produce an evaluation report with recommendations • Deliver the Verve Programme to support the development of employability skills to participants with learning difficulties	44. # Social entrepreneurs supported (new and existing) 45. # /% of returned business surveys completed 46. # Of people in the district supported through the Verve programme 47. # Participants moving into employment upon leaving the programme
Promote increased entrepreneurship and business start-up activity	• Marketing and promotion of the Northern Ireland Business Start Up Programme (NIBSUP) to participants • Facilitate a Mid Term Evaluation of the GO FOR IT programme • Delivery of participant business plans to support business start-up and the creation of new jobs • Engage with participants in relation to further business support • Deliver training events for young enterprise activities inc. 4C UR Future, Job Fairs	48. # of jobs promoted through Business Start Up activity (statutory measure - annual target set externally) 49. # of completed business plans that are approved 50. # of new jobs created 51. # Participants in Young Entrepreneur activities
Progress the implementation of the new Planning Portal and improve processing times for major and local applications	• Continue to participate in the Regional Planning Portal Governance Board • Support delivery of the regional change project plan phases at local level • Establish a Planning Portal Implementation Working Group (internal) • Conduct a review of internal processes pre and post portal roll out • Develop integrated Training Plan and implement for planning staff, elected representatives s and customers • Continued Implementation of Council's Digital Safeguarding Strategy to further land use planning • Ongoing project management of planning applications and enforcement cases	52. Average processing time of major planning applications (statutory measure - annual target set externally) 53. Average processing time of local planning applications (statutory measure - annual target set externally) 54. % of enforcement cases processed within 39 weeks (statutory measure - annual target set externally) 55. # Tasks assigned to local level that were reported back on 56. # of people trained, and that self-report improved knowledge of new planning portal and processes/ Digital Safeguarding Strategy usefulness in Land Use Planning

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
- Work with communities where unemployment levels are higher to mitigate against the barriers that are preventing people from becoming economically active
- 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.
- A more streamlined planning process with improved processing times
- Work towards improving our planning system to ensure opportunities for investment in the district are available and transparent

6.5 | We will work to maximise the opportunities for the Fermanagh and Omagh District as a leading tourist destination

Improvement Objective Five	Lead officer: Director of Regeneration and Planning Supported by: Head of Economic Development and Investment and Head of Place Shaping and Regeneration
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	**Theme**: Economy, infrastructure, and skills **Outcome 3**: Our communities are inclusive, safe, resilient, and empowered and 5: Our economy is thriving, expanding, and outward looking **Priorities**: Developing our Tourism Potential
Links to UN Sustainable Development Goals	**3** GOOD HEALTH AND WELL-BEING **8** DECENT WORK AND ECONOMIC GROWTH **9** INDUSTRY, INNOVATION AND INFRASTRUCTURE **11** SUSTAINABLE CITIES AND COMMUNITIES **17** PARTNERSHIPS FOR THE GOALS
Target customers	• Tourism Business Owners • Potential tourism businesses • Accommodation providers • Activity Providers • Hospitality sector • Domestic Tourism Customers • Residents
Strategic significance at regional and local level	• Building Forward: Consolidated COVID19 Recovery Plan (NIE) • 10X Economy • FODC Tourism Development Strategy and Action Plan
What's the story behind the baseline? (or why has this improvement objective been retained, reconfigured or identified)	**3h) % people engaged in culture and/or arts**: 82% of the population in Fermanagh and Omagh are engaged in culture and/or arts. This includes attending an arts event, using a public library, visiting a museum or science centre or visiting the public records office. The NI figure is 86%, with Fermanagh and Omagh having the lowest level of engagement of any local government district in NI. Recent research is beginning to establish a link between engagement in arts and/or cultural activities and positive mental health and emotional wellbeing. Therefore, action to turn this curve will have many benefits including the potential to expand the culture/arts offer for visitors.

5c: Number of registered businesses
The number of registered businesses in Fermanagh and Omagh has been increasing steadily since 2015. This is positive in a district where self-employment and micro-businesses have long been prominent, either because of an entrepreneurial eco-system (a positive trait) or due to necessity as there are a lack of large employers locally (possibly a negative trait). Indeed, 90% of businesses in the district survive their first year which is also a positive indicator. Efforts are required to continue to promote entrepreneurship and to encourage business growth.

5e: Tourism expenditure
Overnight tourism expenditure in the district has averaged £70m per annum over the last 3 years (2017, 2018 and 2019). This has been on an upward trajectory over the past few years. However, there is significant potential for the tourism industry locally, particularly in light of the increases in 'stay-cations' during and following the Covid-19 pandemic.

5g: Length of motorway and dual carriageway
There are no motorways or dual carriageways in the Fermanagh and Omagh district (NB: Department for Infrastructure recognises 0.6km of road at the Cherrymount link road in Enniskillen as dual carriageway) and 321km of 'A' class roads. There are ongoing efforts to secure upgrades of key transportation corridors, ie, A5, A4 and A32, which are essential to the continued economic and social development of the district and to promote balanced regional development. Correlations can be drawn between the transport infrastructure gaps in the region and the lower visitor numbers to visitor attractions in the district.

5h: % commercial premises that are vacant
18% of commercial premises in the district were vacant in February 2021, compared to an average of 24% across Northern Ireland. Vacancy rates vary across the district, ranging from 9% in Dromore to 27% in Carrickmore. In general, local towns and villages (i.e., those outside Enniskillen and Omagh) tend to have a higher level of vacancies. This figure is seen as an indicator of wider economic conditions and many town centres have not fully recovered from the effects of the last economic downturn. The full impact of the COVID-19 pandemic is still playing out, but efforts are required to continue to promote local economic growth and to make town centres attractive to both retailers, customers, and visitors to the area.

Statutory Service Criteria	- Service Quality - Service Availability - Sustainability

Actions	Best ideas	How will we measure Performance of our systems and processes? (these will be reviewed every quarter)
Agree and progress implementation of a Visitor Experience Development Plan	• Facilitate a public consultation and take account of feedback in line with data and evidence baselines • Review governance and delivery arrangements • Review consultation findings • Agree Visitor Experience Development Plan • Launch Visitor Experience Development Plan • Manage and deliver Visitor Experience Development Action Plan	57. # People engaged in the consultation process 58. # Actions assigned to relevant stakeholder workplans and in progress
Agree and progress delivery of Place Shaping Plans for Omagh and Enniskillen	• Place Shaping Approach agreed, and funding secured • Appointment of Consultants and agreed phased timeframe • Internal Project Team established to manage communications with consultants • Collaborative Governance structure identified, and partners agreed • Co- design with identified communities of interest Place Shaping Plans for Omagh and for Enniskillen • Identification of resource potential to support implementation of associated proposals • Draft Place Shaping Plans developed, and Public Consultation facilitated • Approval of Draft Plans and implementation process determined	59. # Funding invested to develop Place Shaping Plans 60. # Meetings of steering group and % attendance rate of identified partners at each meeting 61. # /% Participative engagement (Broken down into S75 groups)

Invest in and promote our key tourism products and activities

- Support the Implementation of the Devenish Island Partnership Framework
- Secure funding for Lough Navar - Phase 1 (TRPSI)
- Completion of Gortin phase 3 works: to create new car park, link path and key wildlife features onsite
- Completion of Sperrin Sculpture Trail Giant at Mullaghcarn
- Work with Fermanagh Lakeland Tourism to promote Fermanagh Lakelands and the Omagh and the Sperrins
- Delivering and Supporting Tourism Related Events
- Provide bespoke support to local businesses in relation to tourism mentoring

62. # of ambassadors
63. # Social media post (clicks, reach and comments)
64. # People at events
65. # Businesses engaging
66. # Events sponsored that are tourist related
67. # Tourism businesses in receipt of mentoring

What difference will this action make?

- Opportunities to participate and attend in quality events /experiences in the district.
- Increased visitor numbers to the district and associated benefits to the local economy
- More attractive and vibrant town centres in Omagh and Enniskillen that meet the needs of its communities that live, work and or visit.

6.6 | We will encourage and empower communities to participate in Council engagement structures and initiatives

Improvement Objective Six	Lead officer: Director of Corporate Services and Governance Supported by: Head of Corporate and Strategic Services
Corporate Plan **Community Plan**	**Values Framework**: Engagement and Involvement **Outcome 3**. Our communities are inclusive, safe, resilient, and empowered
Links to UN Sustainable Development Goals	
Target customers	• Section 75 groups • Children and Young People
Strategic significance at regional and local level	Local Government Act (NI) 2014 Part 12 FODC Corporate Plan 2020-24
What's the story behind the baseline? (or why has this improvement objective been retained, reconfigured or identified)	Social connections and interactions are fundamental drivers for improving the physical, mental, and emotional well-being of local people. The Values Framework in the Corporate Plan 2020-2024 identifies engagement and involvement as a core value. Currently the introduction of the Outcomes Based Accountability Performance model places an emphasis on demonstrating impact of actions and this requires enhanced feedback from customers. The review of action progression in the Corporate Business and Recovery Plan 2020-22 highlighted a need to progress a corporate approach to engagement and involvement to support this new way of working further.

Statutory Service Criteria	• Strategic Effectiveness • Service Quality • Service Availability • Fairness • Efficiency • Sustainability • Innovation

Actions	Best ideas	How will we measure Performance of our systems and processes? (these will be reviewed every quarter)
Explore opportunities to enhance a corporate approach to community engagement and involvement in decision making	• Establish an internal working group to update and revise the FODC Community Engagement and Involvement Strategy 2015, meeting quarterly • Undertake baseline review of evidence of consultation and engagement to date to inform strategy, in particular noting difference between statutory and voluntary consultations • Identify corporate schedule of a) consultation requirements and b) programme of engagement for forthcoming year and methods of approach; costed and resourced • Scope, resource and deliver flagship engagement exercise on key issue e.g., the budget or climate change • Develop processes to support collation of performance measures to monitor Section 75 categories input • Develop and deliver a proactive Communications Programme aimed at promoting and supporting the Council's key priorities and improving community involvement and engagement	68. % of a) consultations and b) engagement exercises that were identified in schedule that were carried out overall by FODC 69. % of Section 75 groups participating with considered feedback, benchmarked against community baseline for each consultation and engagement undertaken 70. % Residents satisfied by Section 75 (benchmarked against FODC district population)

Invest in the development of engagement with younger people through related structures such as a Youth Panel

- Consider which of the consultations and engagement exercises, as identified in the schedule develop will involve young people and children
- Support EA in delivery of the Youth Voice initiative through a partnership agreement that will develop arrangements for formal consultation and engagement with Council and improve, all outcomes for young people in the district
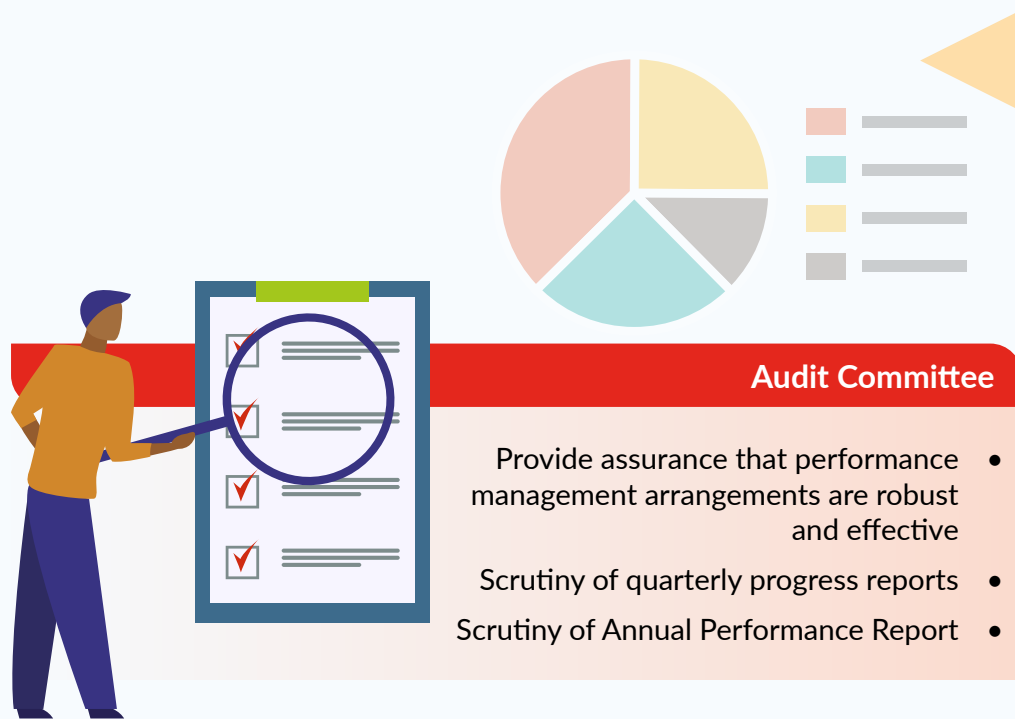
71. # of children and young people involved in consultation
72. #/% of those consulted/engaged, with considered feedback given, are young people and children, proportionate to % demographics within Council area

What difference will this action make?

- Communities will be involved in developing services in a process of codesign
- Consistency in approach across the organisation to engagement and involvement
- More engagement with underrepresented sections of the community through targeted interventions
- Ensure children and young people engagement is meaningful and embedded in the corporate approach
- Capacity of staff is improved through effective guidance and support

7.0 | 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 2022-20230 are outlined below:
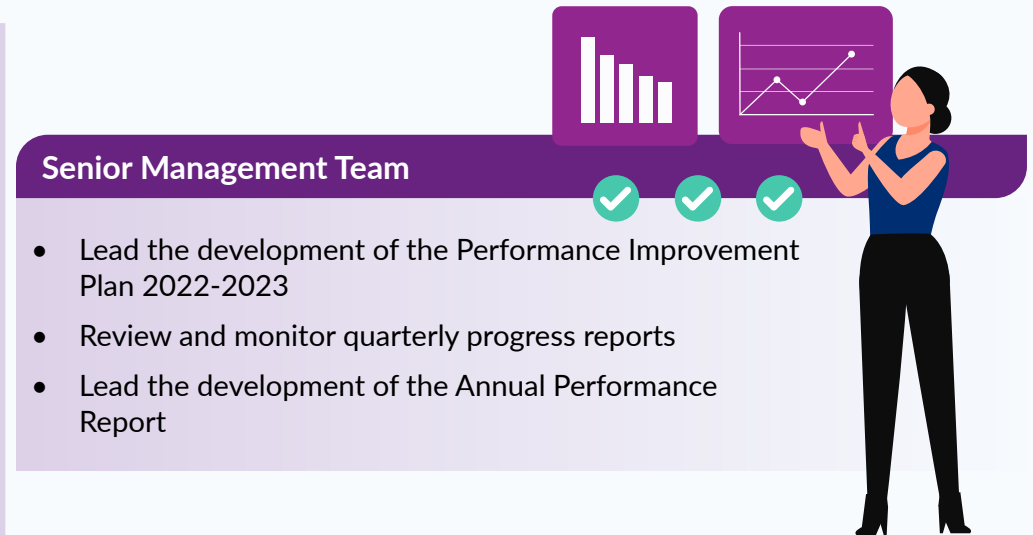
Senior Management Team

- Lead the development of the Performance Improvement Plan 2022-2023
- Review and monitor quarterly progress reports
- Lead the development of the Annual Performance Report

Audit Committee

- Provide assurance that performance management arrangements are robust and effective
- Scrutiny of quarterly progress reports
- Scrutiny of Annual Performance Report

Regeneration and Communities Committee

- Review and approval of the Performance Improvement Plan 2022-23
- Monitoring of quarterly progress report
- Review and approval of Annual Performance Report

The Council must publish an Assessment of Performance by 30 September 2022 which will provide an overview of how the Council has performed during 2021-22. The Assessment of Performance will be published on the Council's website and is supplemented by quarterly progress reports.

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 2022. 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.

8.0 | Equality Screening and Rural Needs Impact Assessment

In accordance with the 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 an equality screening.

The outcome of the equality screening process determined that the Performance Improvement Plan 2022-23 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 2022-2023.

The Council area is home to

117,337
people

with approximately

70%

the population living in
rural areas

Causeway Coast and Glens

Derry City and Strabane

Mid-Ulster

Fermanagh and Omagh

Armagh City, Banbridge and Craigavon

9.0 | We want to hear from you – Get in Touch

Fermanagh and Omagh 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:

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

Phone:
0300 303 1777
Text Phone:
028 8225 6216

Email:
info@fermanaghomagh.com

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

For people who are deaf or are hard of hearing:
SignVideo - www.fermanaghomagh.com/your-council/policies/equality/signvideo/

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

For further information on your Council,
please visit our website at
www.fermanaghomagh.com
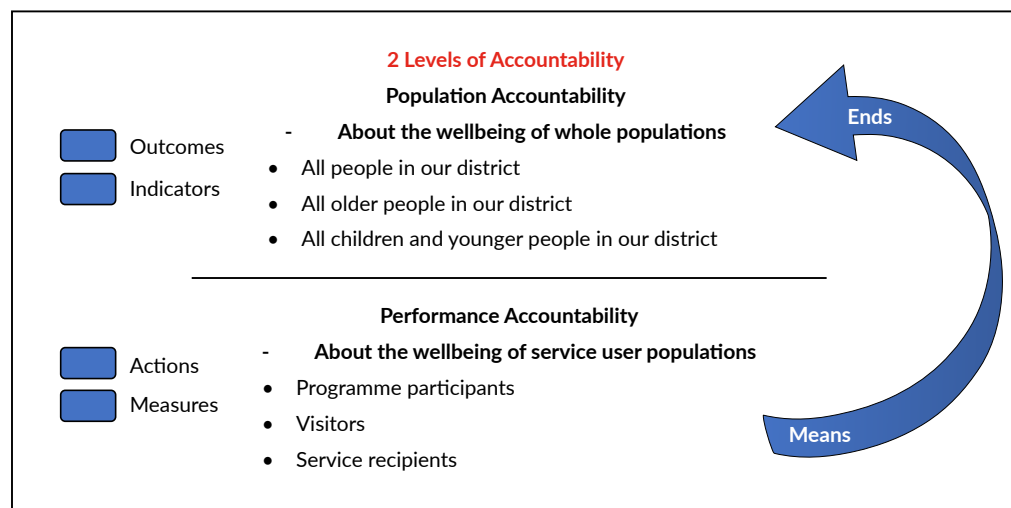
This document is available in a range of other formats upon request.

Please contact us with your requirements through the above contact details.

Appendix 1 | Outcomes Based Accountability and language discipline

2 Levels of Accountability

Population Accountability

- **About the wellbeing of whole populations**
  - All people in our district
  - All older people in our district
  - All children and younger people in our district

Performance Accountability

- **About the wellbeing of service user populations**
  - Programme participants
  - Visitors
  - Service recipients

Outcomes
Indicators
Actions
Measures

Ends
Means

The Council, as a key partner contributing to delivery of the Community Plan 'Fermanagh and Omagh 2030', has aligned its services and activities to deliver the six long-term agreed community planning outcomes. An overview of how this works is set out below. The performance accountability level is where the Performance Improvement Plan sits, and the performance measures identified will be monitored on a quarterly basis. The population indicators which will be used to measure progress against the outcomes set out in Appendix 2. Progress towards these population level indicators will be reported on through the Community Plan 'Fermanagh and Omagh 2030'.

Fermanagh and Omagh Community Planning Partnership recognises the importance of an agreed Outcomes Based Accountability (OBA) common language. Staff come to the table from many different disciplines with different ideas of what is meant by specific terms and use these interchangeably. It is important that labels are understood and used appropriately in association within the process of Fermanagh and Omagh's strategic planning framework.

It is important that terminology is consistently understood and used appropriately across all out strategies and plans. It is also important that the difference between population level accountability and performance level accountability is clearly articulated.

Fermanagh & Omagh - Outcomes Based Accountability Language

1.	Vision	A picture of a desired future that is hard but possible to attain.
2.	Population Accountability	A system or process for holding people in a geographic area responsible for the well-being of the total population or a defined subpopulation.
3.	Performance Accountability	A system or process for holding managers and workers responsible for the performance of their programmes, agencies and service systems.
4.	Outcome	A condition of well-being for children, adults, families and communities.
5.	Population Indicator	A measure that helps quantify the achievement of an outcome.
6.	Performance Measure	A measure of how well a programme, agency or service system is working.
7.	Better off Measure	A measure of the quantity and quality of effect on customer's lives (Note: for infrastructure, effect on condition of infrastructure)
8.	Baseline	A visual display of the history and forecast(s) for a measure.
9.	Turning the Curve	Doing better than the forecast part of the baseline
10.	Action	What is agreed by partners that will work to address the priorities identified and provides options that could have a positive effect on a population indicator
11.	Customer(s)	A person (organisation or entity) who directly benefits from service delivery.
12.	Partner (incl Action Leads & Support Partners)	A person (or organisation) with a role to play in achieving desired ends
13.	Data Development	A prioritised list of where we need new or better data.
14.	Best Ideas	The components of an action that outlines why we think it will work and will contribute to demonstrating impact on better off measures.

Appendix 2 | Service Criteria overview

Legislation and guidance identify that each of the Council's Improvement Objectives must relate to at least one of the seven aspects of Improvement.

Strategic effectiveness:

Key to linking the Community Plan and the ongoing processes that underpin it with a council's improvement processes. It is expected that a council's strategic community planning outcomes and objectives should be central to that council's improvement activity and clearly contribute to the strategic effectiveness aspect

Sustainability:

A council may demonstrate improvement when it operates in a way which contributes towards the sustainability of its area, as required under the NI (Miscellaneous Provisions) Act 2006 and the associated NI Executive Sustainable Development Strategy

Service quality, Service Availability and Fairness:

All three relate to service provision by aiming to meet the needs of citizens and ensuring fair ease of access to the most suitable services that meet their needs. Fairness can also be demonstrated by exercising nonservice functions in ways which reduce disadvantage and improve social wellbeing, e.g., by improving citizens' access to information or by addressing inequalities experienced by S75 groups

Efficiency:

Shown if fewer resources are utilised while maintaining provision of substantially similar or better services. Should a council alter the manner by which a service is provided and uses fewer resources or more integrated services, it will not only be demonstrating efficiency but potentially improved sustainability as well

Innovation:

Any changes to service design or delivery that are intended to yield improvement under any other aspect and are reasonably likely to do so. Allows councils to make changes which may not have tangible effects within the year but are likely to in subsequent years and still count as improvements

Appendix 3 | Self Imposed Performance Indicators Trend Analysis

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual		
C1: Net cost of Council services per head of population	< or = estimated cost of £316.29	£314.61	< or = estimated cost of £325.75	£318.99*	< or = estimated cost of £333.77	£321.09*		FODC have the lowest non-domestic rate of 22.125p and the sixth lowest domestic rate of 0.3718p for 2020-2021.
C2: % of net expenditure v budget (incl transfers)	Within budget	99.47%	Within budget	97.92%*	Within budget	96.20%*		±
* all financial figures are based on 'Unaudited' information.								
C3: Residents' overall satisfaction	n/a	70%	n/a	n/a	n/a	84%		±
C4: Average number of working days per employee lost due to absence	No more than 10.5 days per employee	10.44 days	No more than 10.5 days per employee	13.77	No more than 10.5 days per employee	n/a		The latest comparative data for NI Local Government sector is 13.9 days last published in 2018-19, with Fermanagh and Omagh District Council recording the lowest level of sickness absence
PSS 1.3 Number of Access to Information requests granted within timeframe as % of those received	96.5%	93%	95%	92.8%	93%	92%		
FN: % of undisputed creditor invoices paid within 10 days	Maintain/ improve on 58%	80%	Maintain/ improve on 80%	81%	Maintain/ improve on 80%	80.18%		The latest comparative data available is for 2018/19. FODC ranks 2nd out of 11 councils

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual		
FN: % of undisputed creditor invoices paid within 30 days	Maintain/ improve on 87%	94%	Maintain/ improve on 94%	94%	Maintain/ improve on 94%	94%	🟩	n/a
CS(PI)2: Total number of advice client contacts	Maintain/ improve on 22,520	31,391	Maintain/ improve on 31,391	24,545	Maintain/ improve on 24,545	11,923	🟥	FODC has the lowest nondomestic rate of 22.125p and the sixth lowest domestic rate of 0.3718p for 2020 -2021
FI(PI)1: Number of grants and bursaries issued	Maintain/ improve on 543	620 (524 grants + 96 bursaries)	Maintain/ improve on 620	600 (513 grants + 87 bursaries)	Maintain/ improve on 600	648 grants No bursaries	🟩	±
LRS(PI)1: Number of customers using leisure facilities (indoor and outdoor across 4 centres)	Maintain/ improve on previous year	1.86m	Maintain/ improve on previous year	1.95m	Maintain/ improve on previous year	119,270	🟥	
LRS(PI)2: Level of customer satisfaction with Leisure Service	Maintain/ improve on previous year	89.3%	Maintain/ improve on previous year	87.7%	Maintain/ improve on previous year	No Customer satisfaction survey completed due to the service being closed for most of the year	n/a	±
PI04a Active Participants in Arts events per head of population	Maintain/ improve on previous year	0.03	Maintain/ improve on previous year	0.03	Maintain/ improve on previous year	0.5	🟩	n/a

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual		
PI04b Active Participants in Heritage events per head of population	n/a	0.18	n/a	0.22	n/a	0.6		n/a
PI02c % of business plan applications approved for a 'business start up' against number of business start-up enquiries made within the financial year	n/a	54.4%	n/a	69.58%	n/a	50.8%		APSE indicate that of 4 councils that submitted data FODC has ranked 2nd with the highest 61.3%, and average 51.22%* *See explanatory note below
BCL(PI)1: % of domestic full plans applics receiving Building Control assessment within 15 working days from date of receipt	80%	78%	80%	87%	80%	84%		APSE indicate that of 3 councils that submitted data FODC has achieved the highest output score with the average 69.17% and the lowest 46.22%
BCL(PI)2: % of non-domestic full plans applics receiving Building Control assessment within 35 working days from receipt	75%	65%	75%	78%	75%	77%		APSE indicate that of 5 councils that submitted data FODC is ranked 4th with the average 72.97% and the highest 84.98%
BCL(PI)5: % of licensing applications processed within 60 days from receipt of completed applications	80%	89%	80%	86%	80%	89.47%		±
BCL(PI)8: % responses to dog attacks within 1 working day	95%	100%	95%	97%	95%	98.47%		±
BCL(PI)9: Animal Welfare Service - % of priority 1 calls met within 1 working day	100%	100%	100%	100%	100%	100%		±

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual		
PI01b: % of Environmental Health service requests responded to within 3 days	Maintain/ improve on previous year	85.96%	Maintain/ improve on previous year	86.99%	Maintain/ improve on	94%	■	APSE indicate that of 5 councils that submitted data FODC ranked 3rd with the average 94.37% and lowest 91.95%.
PI02c: Net cost of 5 core Environmental Health functions per head of population	Maintain / improve	£7.33	Maintain / improve	£8.87	Maintain / improve	£9.53	■	APSE indicate that of 5 councils that submitted data FODC ranked 5th with the average £7.28 and the lowest £4.29.
EH(PI)10: Response times to all communicable disease notifications from PHA	100% within 1 day (0.5 day for Ecoli notif's)	100%	100% within 1 day (0.5 day for Ecoli notif's)	100%	100% within 1 day (0.5 day for Ecoli notif's)	100%	■	n/a
PI07a: Local Authority and Community Playgrounds per 1000 children under 14	n/a	4.3	n/a	4.59	n/a	4.59	■	APSE indicate that of 3 councils that submitted data FODC has achieved the highest output score with the average 2.98 and the lowest 1.18
PI09a Tidy NI cleanliness index (CI) score	Maintain	75.00	Maintain	n/a	n/a	n/a	n/a	n/a/

Appendix 4 | Corporate and Performance Management Cycle

Note: this document has been designed to be viewed in large format, as such it is available as a PDF on request, contact details on page 43.