



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

Year 3: Continuous Improvement 2024-2028

Fermanagh and Omagh
District Council:

Draft Improvement
Objectives 2026-2027

Public Consultation

Thursday 19th February until
Wednesday 15th April 2026



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

Performance Improvement Plan

Year 1:
Continuous Improvement
2024-2028



Performance Improvement Plan

Part 2:
Continuous
Improvement
2024-2028

1 April 2025 - 31 March 2026



Fermanagh and Omagh District Council

Proposed Improvement Objectives 2026-2027

What we propose we will do

The Council has a statutory duty to identify, consult upon, publish and work to deliver annual Improvement Objectives (IOs). It was agreed in the development of Performance Improvement Plan 2024-2025, to align the Council's IOs for the next four years to the core priorities outlined in the new Corporate Plan, 'Our Council, Our Plan 2024-2028'. The four objectives agreed are:

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

The Council has reviewed the progress made to date in its '*Taking Stock Report 2025*¹' and is proposing to continue with its current IOs for 2026-2027 to build on the progress already achieved but have refined some of the associated actions. By maintaining a consistent approach, the council aims to ensure the efficient use of resources, enhance service delivery, and support long term approaches to build on economic development, environmental sustainability and community wellbeing. This continuity has enabled the Council to refine ongoing initiatives, leverage established partnerships and respond effectively to evolving local needs, especially in relation to tackling disadvantage. Additionally, the Improvement Plan aligns to statutory requirements and reflects feedback from relevant stakeholders, ensuring that it remains relevant and community focused.

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

¹ Mid-Year Progress on Performance Improvement Plan 2025-26 Improvement Objectives, Regeneration and Communities Committee, 9 December 2025, Item 6.1, Paper E, available at <https://fermanaghomagh.public-minutes.com/#7a58c286825d725bd212cd5ca921ab87>

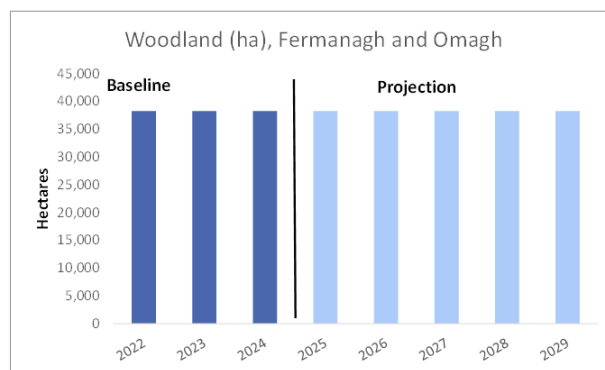
5.1. We will prioritise the Council progressing towards Net Zero

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

<p>Strategic significance at regional and local level</p>	<p>Progressing towards net zero in NI involves strategies at both regional and local level to reduce emissions across multiple sectors.</p> <p><u>Key legislation, regional strategies and plans include:</u></p> <ul style="list-style-type: none"> • <u>Climate Change Act (Northern Ireland) 2022</u> : Provides a critical framework for tackling climate change across the region. It sets ambitious targets to transition NI to a low-carbon economy and aligns with UK and international climate commitments. • Draft Environmental Principles Policy Statement (EPPS) for Northern Ireland: is designed to guide policymakers in integrating environmental consideration into decision making. It outlines five key environmental principles: prevention, precautionary actions, polluter-pays, rectification at source, and sustainable development. Once finalised these principles will legally obligate Ministers and Departments to incorporate them into policymaking under the Environment Act 2021. • The Climate Change (Reporting Bodies) Regulations (Northern Ireland) 2024 require public bodies, such as Council, to report on their carbon emissions, as well as their plans and progress in reducing these emissions. Public bodies will be required to report on what they plan to do about, and their progress in, tackling the risks and impacts from climate change, with the first Climate Change “Adaption” Report due on 31st March 2026. • Green Growth Strategy: Promotes sustainable economic development by integrating environmental sustainability into regional policies, including renewable energy production, clean technologies, and resource efficiency. This strategy is the primary framework that embeds the Climate Change Act (NI) 2022 and integrates the legal obligations set out by the Climate Act, including the target of achieving net zero emissions by 2050 and a minimum 48% reduction in greenhouse gas emissions by 2030. The strategy emphasises decarbonisation, natural capital, circular economy and just transition. • Energy Strategy for NI (2021): Aims to transition to 70% renewable electricity by 2030 and enhance energy efficiency in homes, businesses, and public infrastructure. • Programme for Government 2024-2027 ‘Our Plan: Doing What Matters Most’ - Aims to improve wellbeing for all by focusing on the issues that matter most to people, including the protection and enhancement of our environment. • Northern Ireland’s draft Climate Action Plan 2023-2027 – The draft plan sets out policies and proposals to achieve required reductions in emissions and the actions to enable this to happen. The focus of this draft Climate Action Plan is on meeting the first carbon budget, 2023-2027.
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	<p><u>Key local strategies and plans include:</u></p> <ul style="list-style-type: none">• <u>FODC Climate Change and Sustainable Development Strategy 2020-2030</u> and <u>Action Plan Restore, Revive, Thrive</u>• <u>Local Development Plan 2030: Plan Strategy</u>• <u>FODC Biodiversity Strategy and Action Plan 2022-2027</u>• <u>FODC Energy Management Policy 2019/20- 2029/30</u>• <u>FODC Estate Strategy 2020-2030</u>• FODC Fleet Strategy (internal document) <p>Collaboration between regional and local plans and polices ensures alignment of strategies, poling of resources, and sharing of good practice.</p>																																				
<p>What's the story behind the baseline?</p>	<p>Outcome six measures four population indicators at strategic level. Two of which are directly linked and are outlined below:</p> <p>6a: Carbon emissions</p> <div><div><p>Carbon Emissions (CO2e) per capita, FODC & NI</p><table border="1"><caption>Carbon Emissions (CO2e) per capita, FODC & NI</caption><thead><tr><th>Year</th><th>FODC (Tonnes of CO2e)</th><th>NI (Tonnes of CO2e)</th></tr></thead><tbody><tr><td>2018</td><td>20.5</td><td>10.5</td></tr><tr><td>2019</td><td>19.8</td><td>10.2</td></tr><tr><td>2020</td><td>19.5</td><td>10.0</td></tr><tr><td>2021</td><td>20.0</td><td>9.8</td></tr><tr><td>2022</td><td>19.5</td><td>9.5</td></tr><tr><td>2023</td><td>19.0</td><td>9.2</td></tr><tr><td>2024</td><td>18.5</td><td>8.8</td></tr><tr><td>2025</td><td>18.0</td><td>8.5</td></tr><tr><td>2026</td><td>17.5</td><td>8.2</td></tr><tr><td>2027</td><td>17.0</td><td>8.0</td></tr><tr><td>2028</td><td>16.5</td><td>8.5</td></tr></tbody></table></div><div><p>The average resident of the Fermanagh and Omagh district emits 17.9 tonnes of CO2e per annum.</p><p>This is significantly higher than the average NI resident (9.1 tonnes CO2e).</p><p>The CO2e emissions in FODC comprise of:</p><ul style="list-style-type: none">8.2 tonnes of CO2 (46%)7.9 tonnes of methane (CH4) (44%)1.8 tonnes of nitrous oxide (N2O) (10%)</div></div> <p>These are all above the NI average, but are likely to be driven in part by the km of roads in the (large) Fermanagh and Omagh district and the large agriculture industry.</p>	Year	FODC (Tonnes of CO2e)	NI (Tonnes of CO2e)	2018	20.5	10.5	2019	19.8	10.2	2020	19.5	10.0	2021	20.0	9.8	2022	19.5	9.5	2023	19.0	9.2	2024	18.5	8.8	2025	18.0	8.5	2026	17.5	8.2	2027	17.0	8.0	2028	16.5	8.5
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6d: Natural Environment Woodland



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

This includes conifer, broadleaf, mixed, short rotation coppice, regenerating woodland and types unknown.

Approximately 1/3 of NI's woodland is located in Fermanagh and Omagh.

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

Summary analysis:

Climate Change is one of the most significant challenges likely to face our planet over the next 25 years. This objective has been retained from the Performance and Improvement Plan 2024-2025 as it is a key priority in the Green Growth Strategy and supports implementation of the Council's Climate Change Action Plan 'Restore, Revive and Thrive'. The Climate Act (NI) 2022 brings a new legislative framework for specified sectors and introduces climate reporting obligations for specified Northern Ireland public bodies. It provides a clear policy direction for a 100% reduction of carbon emissions by 2050. It is still unclear how regional government will support local councils to meet net zero targets at local level through its central budget allocation, however climate change is central to all our activities, and we plan to lead the Council and community to carbon neutrality whilst acknowledging the financial constraints we are working within.

Councils are on the front line of mitigating climate change impacts, including extreme weather events, flooding, and biodiversity loss. The Council want to ensure that it has in place all the necessary processes and support mechanisms to capitalise on opportunities and meet its new legislative responsibilities whilst setting an example for residents and businesses, encouraging wider adoption of sustainable practices within the community.

Appendix 1

	<p>The focus of the new Corporate Plan, 'Our Council, Our Plan 2024-2028' is to progress as an organisation to net zero. By prioritising net zero the Council is future proofing our communities against these environmental risks, ensuring sustainable development for future generations. The Council continue to strive to be innovative and seek new ways to do this and have identified its estate, fleet and amount of waste to landfill as the key focus over the next four years, however ongoing work in other areas will also be progressed.</p> <p>Climate change is perceived to significantly impact the cost of living for residents in Fermanagh and Omagh due to rising energy costs, increased insurance premiums, and the need for adaptation measures.</p> <p>Presenting the case for short term sacrifices to achieve long term sustainability requires a careful balance of transparency. To gain public support for measures like retrofitting and expanding renewable energies, it is essential to frame the conversation with clarity and focus on benefits.</p>
Statutory Service Criteria	<ol style="list-style-type: none"> 1. Strategic Effectiveness 2. Service Quality 3. Service Availability 4. Efficiency 5. Sustainability 6. Innovation

Appendix 1

Actions (What we propose to do)	What this might look like	How we are monitoring progress
1. Determine the Energy Performance Rating of our estate to improve our energy management and efficiency.	<ol style="list-style-type: none"> 1. Complete an energy assessment of Priority 2 buildings with an annual energy consumption above 8,000 kWh/annum. 2. Analyse the results of Priority 1 audits to support the development of a programme of works to reduce our energy use and promote energy efficiency practices. 	<ol style="list-style-type: none"> 1. # of Priority 2 buildings within Council estate with a completed energy assessment. 2. # of energy improvement (including retrofit) projects developed
2. Increase the % of household waste preparing for reuse, recycling or composting.	<ol style="list-style-type: none"> 1. Continue to progress the 'waste transformation' project to deliver an efficient and effective waste management service. 2. Continue to explore opportunities to increase the amount and quality of waste that is recycled. 3. Develop and implement initiatives to promote, increase and better household recycling. 4. Increase the collection and diversion of organic waste for composting and recycling. 	<ol style="list-style-type: none"> 3. # The amount of (tonnage) of local authority collected municipal waste arisings 4. % mixed dry recyclables 5. # of additional 240L brown bins distributed to households across the District.

Appendix 1

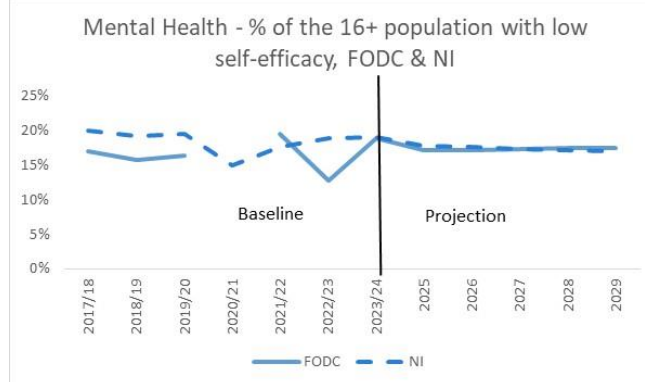
<p>3. Reduce the Council's fleet emissions through continued use of sustainable biofuels and increased use of zero emission vehicles.</p>	<p>7. To review and refresh the Council's Fleet strategy.</p> <p>8. Continue to work with external partners to identify opportunities for the use of sustainable fuel sources.</p>	<p>6. Fleet Strategy agreed through appropriate governance arrangements. (Y/N)</p> <p>7. CO2e emissions from the Council fleet</p>
<p>What difference will these actions potentially make?</p>		
<ul style="list-style-type: none"> • Embed the legislative duties contained in the Climate Change Act (NI) 2022 into our governance processes, business practices and individual behaviours. • Improve energy efficiency of the Council's assets/estate and promote more sustainable energy management practices among staff. • Encourage and enable sustainable environmental behaviours among the residents of, and visitors to, our District. • Promote and raise awareness of the importance of, and opportunity to, develop circular economy practices, enhance recycling and reduce waste to landfill. • Improve our energy efficiency and energy consumption behaviours. • Reduce emissions from the Council's fleet. • Provide leadership to others on a journey to net zero and positive climate action practices. 		

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

Improvement Objective Two	Objective Lead: Director of Community, Health, and Leisure Supported by: Head of Community Services and Head of Wellbeing and Cultural Services
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. Outcome 3: Our communities are inclusive, safe, resilient, and empowered and Outcome 4. Our children and young people have best start in life. FODC Corporate Priority 2: People and Communities: Provide opportunities for everyone to live well
Links to UN Sustainable Development Goals	
Target customers	<ul style="list-style-type: none"> • Women and girls • Older People • People with a disability • People with specific medical conditions • Children and Young People • Ethnic Minorities • People living in rural areas • People living in areas of disadvantage

Strategic significance at regional and local level	<p>Tackling disadvantage and ensuring access to opportunities for all spans across many cross-cutting policy areas both at regional and local level. However, careful consideration using data and evidence has been used to support the identification of those considered target groups that are most at risk, as well as those groups of people considered 'hard to reach' in the IO context.</p> <p><u>Key legislation and regional strategies and plans include:</u></p> <ul style="list-style-type: none"> • The Local Government Act (NI) 2014 is the cornerstone legislation guiding local government. Key provisions in this context include: • Community Planning. Fermanagh and Omagh 2020 focuses on improving social, economic and environment wellbeing while reducing inequality and disadvantage. • Section 75: Requires councils to promote equality of opportunity across a range of dimensions including age, gender, disability and socio-economic background. • Urban Regeneration and Community Development Policy Framework: This framework supports councils in addressing disadvantage in urban areas. Objectives include tackling poverty and social exclusion and empowering local communities by providing them with resources. • Good relations Duty: Provides that councils have a duty to promote good relations under the NI Act 1998. • The Rural Needs Act (NI) 2016: This Act obliges councils to consider the needs of rural communities when developing policies and services. It aims to ensure fair access to opportunities for those living in rural and often disadvantage areas. • Tackling Rural Inequalities and Promoting Social Inclusion TRIPSII Framework supports local government efforts to tackle disadvantage and provide opportunities for all. • The Executive's Draft Anti-Poverty Strategy (2025-2035): The Executive is committed to working together to deliver this Strategy and make a long term, sustainable impact on poverty;

	<p>supporting our people, strengthening our economy, providing effective training and educational pathways and helping to improve and protect health.</p> <ul style="list-style-type: none"> • Ending Violence Against Women and Girls Strategy 2022 - 2030: This strategy aims to deliver a holistic response to gender-based violence by addressing prevention protection, and support. • DoH emerging Strategic Framework to prevent the harm caused by obesity and improved diet and levels of physical activity. • NI Children and Young People's Strategy 2019-2029: Councils must consider this strategy, which aims to improve the wellbeing of children and young people. It emphasizes reducing child poverty, supporting education employment and health initiatives for disadvantaged youth. • Mental Health Strategy (NI) 2021-2031: This strategy is a long-term plan to transform mental health services and improve mental health wellbeing for all. <p><u>Key local strategies and plans include:</u></p> <ul style="list-style-type: none"> • FODC Active Together Strategy • FODC 'Pathways out of Poverty' Strategy • FO Local Community Wellbeing Plans (internal documents)
What's the story behind the baseline?	<p>Outcomes one, three and four have five directly relevant population indicators, strategic level population indicators. They are outlined below:</p> <p>1c: Mental Health - % of the 16+ population with low self-efficacy</p>

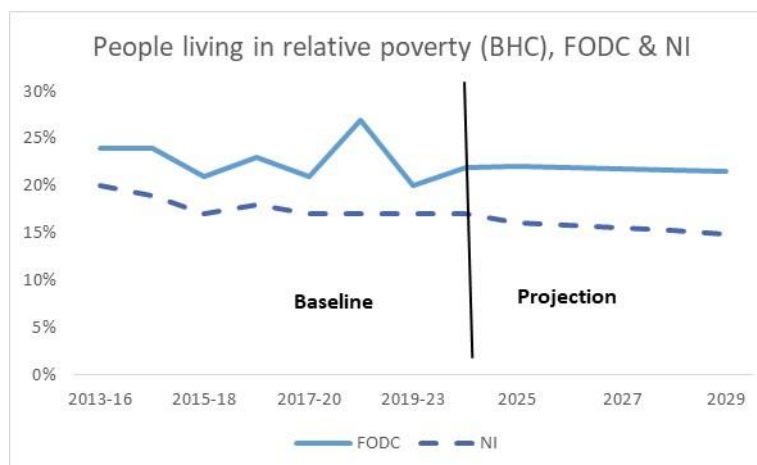


The latest data (2023/24) suggests that 19% of people living in Fermanagh and Omagh have low self-efficacy. This is consistent with the NI average.

People with low self-efficacy have low self-confidence and thus feeling they have a minimal ability to control their own lives.

Self-efficacy is considered as a pre-cursor to mental health; a person who has low self-efficacy doubts their abilities, are less ambitious and give up on their aims when challenged.

3a: Relative Poverty



Relative Poverty is best analysed looking at a longer-term trend. Over the past 6 years (2018-2024), 23% of people living in Fermanagh and Omagh are living in relative poverty.

This level of over 1-in-5 residents living in poverty has remained consistent over time.

Relative poverty is consistently above the NI average in Fermanagh and Omagh.

Poverty (and deprivation) contributes negatively to a wide range of issues,

including health, education and economic outcomes.

3b: Cultural Identity

% people who feel their cultural identity is respected by society

Year	Percentage
2013-15	78%
2014-16	78%
2015-17	80%
2018-20	70%
2019-21	65%
2020-22	55%
2021-23	51%
2024	51%
2025	48%
2026	45%
2027	42%
2028	35%

The latest data (2021-23) show that 51% of people living in Fermanagh and Omagh believe their ‘cultural identity is respected by society’. This indicator is broad, covering ethnic cultures, a persons identity and good relations issues. There has been a notable decrease in those who feel their cultural identity is respected by society. The key to improving this figure is to focus on embracing quality, inclusivity and diversity. The long term risk of allowing this indicator to decline could be an increase in hate crimes.

3c: Life Satisfaction

Life Satisfaction - People with Disabilities, FODC & NI

Category	Life Satisfaction Score (/10)
FODC (all people)	8.0
NI (all people)	7.8
NI (people with disabilities)	6.9

Life satisfaction data is sourced from the Executive Office’s Individual Wellbeing in NI publication. It is based on a score /10, were higher is better. Life satisfaction relates to an individuals satisfaction with their life overall.

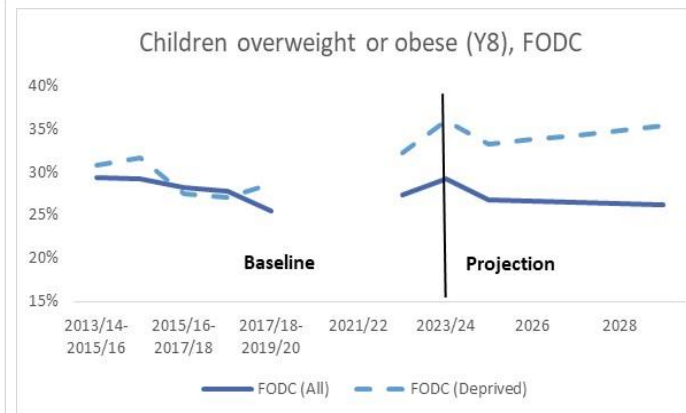
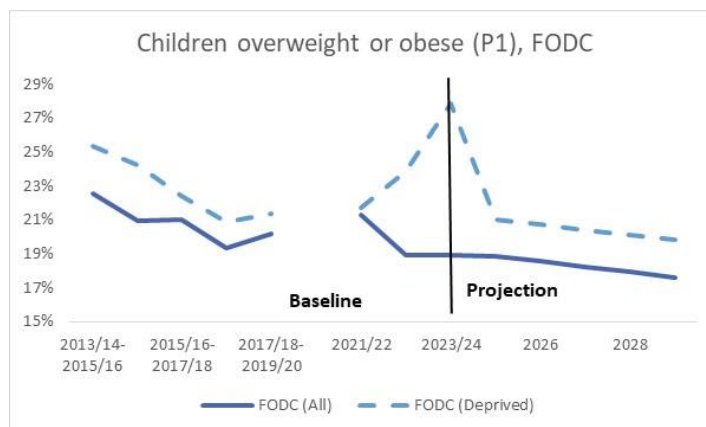
The evidence suggests that at the NI level, people with disabilities are more likely to have a lower life satisfaction.

Whilst there is no specific data on this for the Fermanagh and Omagh district, there is no reason to think that the situation would be any

difference in Fermanagh and Omagh.

Please note: The source of this data has changed, and the methodology is not comparable with previous reporting of this Indicator.

4a: Health – Childhood Obesity



In Fermanagh and Omagh, 19% of P1 children and 29% of Y8 children are overweight or obese. This is higher in deprived areas (28% and 36% respectively).

	<p>These figures relate to the 2023/24 year. Data was unavailable for 2020/21 and 2021/22 (Y8 only) due to Covid-19 restrictions.</p> <p>The trend suggests a continuation of the (marginal) downward trend; however, the issue is whether it is acceptable to have over 1 in 5 children overweight and how this may impact future health outcomes.</p> <p>Summary analysis:</p> <p>The Northern Ireland Poverty and Income Inequality Report 2023/24 states that 17% of individuals in NI (approximately 331,000 people) are considered to live in relative poverty (before housing costs); 15% of individuals in NI (approximately 291,000 people) are considered to live in absolute poverty (before housing costs). (The evidence suggests that poverty levels are higher in the Fermanagh and Omagh District than the average). Of all family types, 'children' and 'pensioners' had the risk of being in relative poverty, at 23% and 19% respectively. The long-term trend shows that children are at a higher risk of living in poverty than the overall Northern Ireland population in both relative and absolute measures. Lone parent families and families with 3 or more children are at higher risk at 35% and 30% respectively (relative poverty). In total, 9% of individuals in NI live in 'food insecure' households (177,000), including 58,000 children. Of those living in relative poverty, only 19% (62,000 individuals) lived in food insecure households; 25% of children in relative poverty live in food insecure households (26,000 children). Fuel Poverty has been a longstanding issue for residents in Fermanagh and Omagh and recent regional analysis conducted by Marie Curie indicates that in the last year of life 24% of working age people and 27% of pension age people are in fuel poverty.</p> <p>Poverty within FO has been a longstanding, deep rooted issue. Over the past 6 years (2018-2024), 23% of people living in Fermanagh and Omagh are living in relative poverty. The FODC locality claims almost one tenth of the 10% most income deprived Super Output Areas (SOAs) in NI. Poverty rates in FO are higher than the Northern Ireland average and a fifth of children here currently live in poverty. FO specific research has highlighted that there are areas where co poverties exist, namely fuel, food and transport poverty and concluded that:</p>
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	<ul style="list-style-type: none"> • 157 Small Areas (59%) are high-risk clusters for either fuel, food or transport poverty • 52 Small Areas (33%) experience at least two types of poverty • 4 Small Areas experience all three types of poverty (fuel, food and transport) <p>FO has the largest land mass and smallest population of all Local Authority areas within NI, almost 70% of our dwellers live outside the main towns of Omagh and Enniskillen, therefore, accessing the majority of services, jobs and opportunities can be difficult, thereby worsening poverty and making positive lifestyle choices more difficult. Outcomes are significantly worse for those residing in the 20% most deprived areas of Fermanagh and Omagh, with the Health Inequalities Annual Report 2025 highlighting that the largest inequality gaps observed in Fermanagh and Omagh include:</p> <ul style="list-style-type: none"> • Alcohol Related Admissions Rates • Drug Related Admissions Rates • Self-Harm Admissions Rates • Lung Cancer Incidence Rates • Potential Years of Life Lost <p>Removing barriers and improving access to health benefiting services is a priority for this Council, particularly for those living with a disability and/or those impacted by poverty.</p> <p>The cost-of-living crisis continues to have a significant impact on our residents with advice services reporting that debt queries have increased, in part, arising due to our lower than NI average Gross Disposable Household Income (GDHI). FODC recognises that reducing poverty and improving life chances cannot just be about mitigating the impact of this severe hardship residents are currently facing but, tackling the root causes and work in Improvement Objective three of this plan aim to address the long-term issues of economic inactivity, low wage levels and enhancing skills which will be a particular focus of the new Local Economic Partnership (LEP). However, immediate support is undoubtedly needed, and this improvement objective will work to support people now, and those in crisis.</p>
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	<p>Physical activity is vital for early intervention and prevention of both physical and mental health conditions and supporting overall wellbeing. However, some groups such as those with disabilities, women, girls etc are less likely to partake in regular physical activity due to barriers such as access, confidence, cost or awareness. Targeted support is essential to reduce these inequalities, ensuring that those least likely to be active are encouraged and enabled to participate, helping to improve health outcomes and prevent future health issues. Additionally, waterway activities can play a key role in improving physical and emotional wellbeing by encouraging active lifestyles, reducing stress and supporting positive connections with nature. This District is ideally placed to enhance these benefits, with its extensive network of lakes and rivers providing high quality, accessible settings for water-based activity. Strengthening and expanding opportunities for waterway activation across the locality will support with maximising health outcomes while making full use of the District's world renowned landscape.</p> <p>Ending violence against women and girls is a crucial government priority in NI including FO due to the widespread prevalence of gender-based violence and its devastating impact on individuals, families and communities. In NI, 98% of women report experiencing some form of violence or abuse in their lifetime, with 70% facing such experiences within the past year. Domestic abuse is a significant issue within this district as evidenced by police reports and services struggling to meet demands. Within the Fermanagh and Omagh District, 1552 domestic abuse incidents and 686 domestic abuse crimes were reported from October 24 – September 25 (Source, PSNI). Rural isolation and limited access to support impacted by longer travel distances to refuges, counselling and Court services can increase risks and barriers to disclosure, potentially increasing the duration of abuse. In addition, housing pressures and limited availability of emergency refuge spaces within the District has resulted in local services being unable to accommodate all those seeking emergency accommodation. Economic abuse is often intertwined with wider rural poverty and limited employment options, particularly for women who often undertake a caring roll. Overall, in Fermanagh and Omagh, the impacts of domestic violence are exacerbated by rural isolation, limited transport and housing options and the challenges of accessing confidential support in small communities contributing to underreporting and prolonged exposure to harm.</p>
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Appendix 1

Statutory Service Criteria	<ul style="list-style-type: none">• Strategic Effectiveness• Service Availability• Fairness• Sustainability• Innovation	
Actions (What we propose to do)	What might this look like	How we are monitoring progress
4. Provide immediate support for people living in poverty.	<p>9. Further embed and deliver on the Integrated Advice Partnership Fund, capturing the full impact of the advice received and client outcomes².</p> <p>10 Undertake a poverty-proofing review of business areas to identify if we are doing all we can to support residents impacted by poverty.</p>	<p>8. # people supported with debt advice in Fermanagh and Omagh</p> <p>9. Case studies captured and shared Y/N</p> <p>10. Completed poverty audit of a pilot Council Service area (Y/N)</p> <p>11. # recommendations implemented by the service area</p>

² Subject to funding

Appendix 1

	<p>11. Develop a mechanism by which Children and Young People impacted by poverty can meaningfully contribute to the development of services and support.</p>	<p>12. Engagement mechanism developed (Y/N)</p> <p>13. # of children and young people engaged with</p> <p>14. Finding shared with stakeholders (Y/N)</p>
<p>5. Increase participation in physical activity among targeted groups.</p>	<p>12. Support local clubs and societies to increase opportunities for people with a disability to participate in physical activity.</p> <p>13. Monitor participation rates and collect user feedback in Council delivered and funded programmes to identify remaining barriers and adjust programmes accordingly.</p> <p>14. Increase awareness and referral pathways to specialist intervention programmes e.g. PARS, Macmillan Move More and Cardiac Rehab.</p> <p>15. Share opportunities of activities on local waterways and deliver targeted outreach programmes to provide accessible, inclusive water-based activities for targeted groups.</p>	<p>15. # local clubs and societies engaged with</p> <p>16. # people with a disability participating in organised programmes</p> <p>17. # of participants</p> <p>18. # of activities shared</p> <p>19. # of outreach programmes delivered</p>
<p>6. Promote positive attitudes to end violence against Women and Girls.</p>	<p>16. Support local organisation to end violence against women and girls through utilisation of the Change Fund</p>	<p>20. # grants awarded</p> <p>21. Case studies captured and shared (Y/N)</p> <p>22. # events and initiatives delivered</p>

	<p>16. Promote positive attitudes and behaviours towards women and girls by delivering events and initiatives within our communities.</p> <p>17. Review Council's Domestic Violence Policy and provide support and training for Confidential Advisors.</p> <p>18. Undertake research to determine Impact of Rurality on Violence against women and girls inc. experiences, barriers and policy implications.</p>	<p>23. # of people engaged</p> <p>24. Domestic Violence Policy Reviewed (Y/N)</p> <p>25. # of Confidential Advisors Trained</p> <p>26. Research completed and findings shared (Y/N)</p>
What difference will this action make?		
<ul style="list-style-type: none"> • 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. • Utilise data and intelligence at local level in relation to deprivation and ensure projects and interventions are targeted at the most vulnerable in our society. • Capturing the lived experience of children and young people will support the shaping of policies and programmes. • Poverty Proofing will identify how Council can make its services more accessible for those who are impacted by poverty. • Develop more sustainable pathways out of poverty, communities must be part of the decision-making process to break the cycle of poverty. • Improve physical and emotional wellbeing by increasing physical activity of key targeted groups including residents with a disability. • Provide opportunities for everyone to participate in physical activity and encourage uptake to promote improved health benefits. • Increase opportunities for residents to participate in water based activities, boosting physical and emotional wellbeing. 		

Appendix 1

- Targeted strategies and interventions provide a robust foundation to support women and girls affected by violence and ensure a coordinated, long-term response to this pressing issue.
- Providing support for the CVS will ensure they can continue their vital work, effectively and sustainably. With stronger infrastructure, resources and skills these sectors can adapt to changing needs, enhance their impact and contribute to a more inclusive and resilient community.

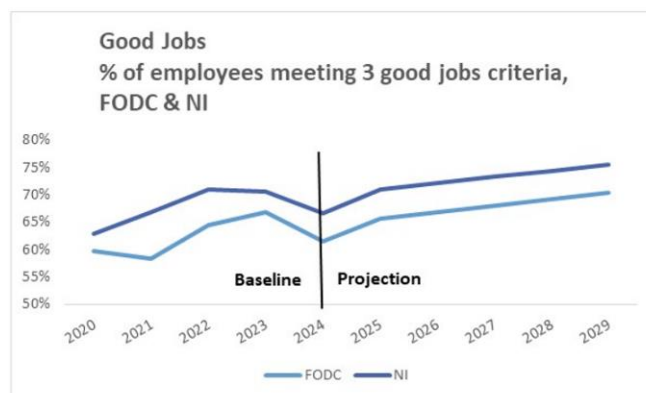
5.3. We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district.

Improvement Objective Three	Objective Lead: Director of Regeneration and Planning Supported by: Head of Economic Development and Regeneration			
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	Theme: Economy, Infrastructure, and Skills Outcome 5: Our economy is thriving, expanding, and outward looking FODC Corporate Plan Priority: Shared Prosperity: Drive an inclusive economy and aid prosperity across our district.			
Links to UN Sustainable Development Goals				
Target customers	<ul style="list-style-type: none"> • 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 			

What's the story behind the baseline?

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

5a: Good Jobs

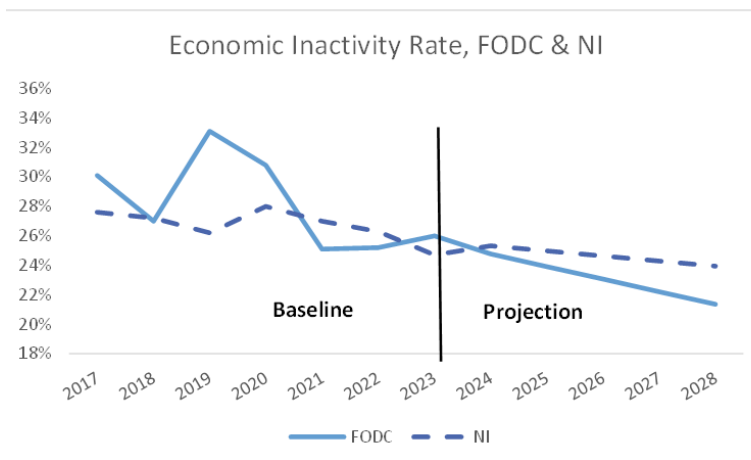


A job is considered a 'good job' if it meets 3 criteria:

- The employee has a permanent contract.
- The employee is on a non-zero-hour contract.
- The employee is earning the Real Living Wage (RLW) or more.

In Fermanagh and Omagh, in 2024, 61% of employees are in a good job. This has been consistently below the NI average (67% in 2024), with little change over time.

5b: Economic Inactivity

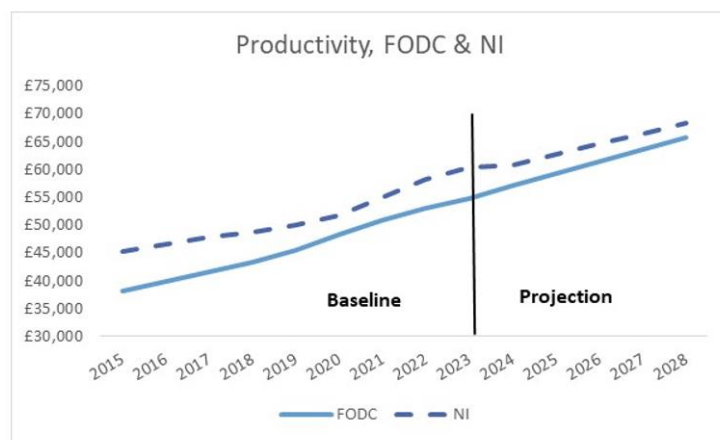


Economic inactivity is a well-known issue within the Northern Ireland economy.

The economic inactivity rate in Fermanagh and Omagh is 26% (2023), compared to the NI average of 25%.

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

5c: Productivity



Productivity – economic output per employee – currently sits at £53,068 in Fermanagh and Omagh (2022) and £60,285 in Northern Ireland (2023).

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

Sluggish productivity levels are a UK wide problem. The gap between FODC and NI has narrowed to 9% (from 16% in 2015), but NI's productivity

remains below UK levels and significantly below the ROI average.

Summary analysis:

The Department for the Economy's Economic Vision (2024) sets out four priorities: raising productivity, creating good jobs, decarbonising the economy, and achieving regional balance. The Local Economic Partnership Action Plan will support delivery of these priorities through targeted action to address local barriers to growth and regional imbalance.

Fermanagh and Omagh District Council (FODC) operates in a distinctive economic environment characterised by a predominance of micro-businesses, a strong presence in primary and secondary sectors, and a higher proportion of self-employment compared to the Northern Ireland (NI) average. Key local sectors include agriculture, construction, retail, and production, forming the backbone of the district economy.

	<p>Productivity measured by GVA per filled job remains below the NI average by approximately 9%. However, The Productivity Institute (TPI) report “Framing A Place Based Investment Strategy for Fermanagh & Omagh” highlights that when productivity is measured on a GVA per hour worked basis, FODC performs strongly at £36.70, which is above the Northern Ireland level of £34.70. Moreover, productivity improved by 28% between 2008 and 2022 (measured as the increases in GVA per hour adjusted for inflation), which was well above the 13.4% growth rate for Northern Ireland. While Fermanagh and Omagh has performed relatively well on productivity on a per-hour-worked-basis, the downside of that is that the district has experienced a relatively slow recovery in hours worked since the 2008 financial crisis.</p> <p>There is a need to encourage growth among micro, small and medium sized businesses operating within higher value-adding sectors, such as manufacturing and engineering and life and health sciences. According to the Enterprise section of NISRA’s Local Labour Market Insight’s Dashboard, FODC has 11% share of all registered businesses (8715 in 2024) in Northern Ireland. The share of firms with sole owners and no employees is 46.1% (4015 firms, compared to 27.7% in NI). The share of micro firms is 47.8% (4170 firms employing between 1-9 people, compared to 61.6% in NI). Fermanagh and Omagh has a lower proportion of larger employers, with just 6% of businesses employing more than 10 people, compared to a Northern Ireland average of 10.7%. Business birth rates in Fermanagh and Omagh have continued to decline. In 2022, 385 new businesses were established, representing a birth rate of 7.6%, which is below the Northern Ireland average of 8.3% and the third lowest across the region. This highlights a clear need to further stimulate entrepreneurship and business start-up activity within the district.</p> <p>FODC is entering a transitional period in which the future scale and timing of key economic support programmes, including REAP and Go Succeed, remains uncertain. In addition, the emerging Local Economic Partnership (LEP) Action Plan will provide the primary strategic framework for economic intervention, helping to coordinate available resources, align partners, and focus investment on stimulating entrepreneurship, improving productivity, and supporting sustainable business development across Fermanagh and Omagh.</p>
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	<p>FODC continues to face labour market challenges, including a lower employment rate in 2023 (70.6% vs. 73.6% NI) and a higher economic inactivity in 2023 (26% vs. 24.7% NI). While the 2023 claimant count is slightly lower than NI average (2.5% vs. 3.1%), the district has a higher proportion of young people who are Not in Education, Employment or Training (NEET) in 2023 (10.6% vs. 9.6%). These indicators highlight persistent barriers to work for many groups, reinforcing the need to create more accessible pathways into quality local jobs, particularly for those furthest from the labour market.</p> <p>According to the Labour section of NISRA's Local Labour Market Insight's Dashboard, Fermanagh and Omagh continues to experience lower wage levels than the Northern Ireland average. In 2024, median gross pay (hourly) was £14.75 compared to NI average of £15.20. TPI report "Framing A Place Based Investment Strategy for Fermanagh & Omagh" highlights that the Gross Disposable Household Income (GDHI) per head in 2022 for Fermanagh and Omagh (£18,127) is lower than the NI average (£18,685). This wage gap reduces disposable income and local spending power, limiting economic vibrancy, business growth, and the district's ability to attract and retain skilled workers. Job quality also remains a challenge. In 2024, 61% of employees were in "good jobs" (permanent contracts, no zero-hour arrangements, and pay at or above the Real Living Wage), compared with 67% across NI. This ongoing gap highlights structural issues in job security and wage progression within the local labour market.</p> <p>Businesses in the FODC area report shortages of industrial land to support growth and expansion. As of June 2023, only 7% (n=3) of commercial property for sale or lease in Northern Ireland was located within the district, equating to 53 acres available. This limited supply constrains business growth, deters new investment, and reduces opportunities for residents. The shortage also restricts the district's ability to attract Foreign Direct Investment, particularly in the Omagh area, reinforcing reliance on indigenous businesses and limiting economic dynamism and innovation.</p>
Strategic significance at regional and local level	<p><u>Key legislation and regional strategies and plans include:</u></p> <ul style="list-style-type: none"> • NI Programme for Government 2024–2027, "Doing What Matters Most": The PfG emphasises improving wellbeing and reducing inequality across NI, with key outcomes related to economic

	<p>inclusion, employment, and community cohesion. The PFG focuses on the Ministers key priorities, which are: Productivity, Good Jobs, Reduce Carbon Emissions and Regional Balance.</p> <ul style="list-style-type: none"> • Regional Development Strategy 2035: provides a spatial framework for sustainable development in NI, emphasising balanced regional growth and rural development. Its relevance to FO is to promote connectivity and accessibility to ensure that rural communities can access economic development opportunities; whilst encouraging support for the unique needs of the district including tourism development and small business support, as well as advocating for sustainable development practices that protect the natural heritage. <p>Skills for a 10X Economy: This strategy aims to equip people with the skills needed to thrive in a fast changing, inclusive economy. Its relevance to the district ensures targeting educational and vocational training opportunities to reduce skill gaps. It also focuses on inclusivity by addressing barriers faced by underrepresented groups, such as women and young people in Science, Technology, Engineering and Mathematics (STEM) fields.</p> <ul style="list-style-type: none"> • Invest NI Business Strategy “Our Future in Focus” 2024-2027 – This strategy focuses on regional balance on economic activity across areas outside the Belfast Metropolitan area (BMA) which will include FODC. • Green Growth Strategy: This strategy supports a transition to a low carbon economy while creating opportunities for economic growth and social inclusion. • Mid South West Growth Deal Strategy: This strategy will support an inclusive economy in Fermanagh and Omagh. It is considered a vital road map for fostering an inclusive economy by addressing skills gaps, improving infrastructure, supporting businesses and sustainability. • Department for the Economy (DfE) Sub Regional Economic Plan: Will help to address the barriers to economic development within the district through projects that align with the Minister’s key priorities. <p><u>Key local strategies and plans include:</u></p> <ul style="list-style-type: none"> • <u>Inclusive Economy Action Plan (IEAP)</u> - This plan identifies actions to build on the economy within Fermanagh and Omagh to be more inclusive, greener and prosperous that will benefit people, businesses and places. • <u>Visitor Experience Development Plan (VEDP)</u> – The Plan for Fermanagh Lakelands and Omagh and the Sperrins is a people centred approach for improving tourism and the visitor experience. The
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	<p>VEDP sets a strategic ten-year vision and pathway to develop new connections and ways of working that are more collaborative across communities, industry, various levels of government organisations and potential funders.</p> <ul style="list-style-type: none"> • <u>FO Labour Market Partnership Action Plan 2025-2026</u>- Through the development of local annual Action Plans, enables regional objectives to be achieved whilst being adaptable to meet the needs of local labour market conditions by improving employability outcomes and/or labour market conditions locally. • <u>PEACE Plus Programme</u>: The funding parameters in FO supports skill development and employability programs for marginalised groups. • <u>Draft Local Economic Action Plan</u>: The Action Plan will set out an agreed programme of place-based projects that align with the Minister's priorities of productivity, good jobs, carbon reduction and regional balance, developed in partnership with Invest NI and local stakeholders. 	
Statutory Service Criteria	<ol style="list-style-type: none"> 1. Strategic Effectiveness 2. Service Quality 3. Service Availability 4. Fairness 5. Innovation 	
Actions (What we propose to do)	What this might look like	How we are monitoring progress
7. Delivery of Year Two of the Sub-Regional Economic Action Plan to support the growth and development of businesses in the district.	<ol style="list-style-type: none"> 19. Confirm Year Two priorities, milestones, and ownership in line with the agreed Sub-Regional Economic Action Plan. 20. Lead the delivery of priority projects identified for year two 21. Review and monitor the implementation of the Local Economic Action Plan. 	<ol style="list-style-type: none"> 27. Year 2 priorities and milestones confirmed (Y/N) 28. Delivery commenced (Y/N)

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	<p>22. Provide progress updates to the Local Economic Partnership and the Department for the Economy, in line with agreed reporting arrangements</p> <p>23. Delivery risks identified and managed through agreed governance arrangements</p>	<p>29. Regular LEP progress reports presented to and noted by the Regeneration and Community Committee (Y/N)</p> <p>30. Risk Register in place (Y/N)</p>
8. Support entrepreneurs to start a business.	24. Deliver a start a business programme.	31. Start a business programme operational (Y/N)
9. Create opportunities for those furthest from the labour market to secure quality local jobs.	<p><u>Labour Market Partnership (LMP)³</u></p> <p>25. Secure Department for Communities agreement on the 2026-2027 LMP Action Plan.</p> <p>26. Evaluate LMP Action Plan 2025-26.</p> <p>27. Confirm funding offer for 2026-27.</p> <p>28. Develop and deliver employability and skills programmes to address local labour market challenges.</p> <p>29. Commence work to develop 2027-2028 Action Plan⁴</p>	<p>32. Letter of Offer received (Y/N)</p> <p>33. LMP Annual Report 2025-2026 published (Y/N)</p> <p>34. # of programme participants.</p> <p>35. % of participants who progress to further learning or employment on programme completion.</p>



³ Subject to funding.

⁴ Regional funding dependent

What difference will this action make?

- Delivery of Year Two of the Sub-Regional Economic Action Plan will provide a clear, coordinated framework to drive sustainable economic development and businesses growth aligned to the specific needs of Fermanagh and Omagh.
- Entrepreneurs will be supported to start a business, providing access to early-stage enterprise advice and guidance to stimulate business start-up activity.
- Skills development and employability support will help people better match opportunities within key local sectors, supporting inclusive access to quality employment.
- Local communities will benefit from increased enterprise and employment opportunities, helping to retain talent and reduce outward migration, particularly among younger people.
- Clearer pathways into employment will be supported for those furthest from the labour market, including people who are unemployed, economically inactive or under-employed.

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

Improvement Objective Three	Objective Lead: Director of Corporate Services and Governance Supported by: Head of Corporate and Strategic Services, Head of Human Resources and Organisational Development and Digital ICT and Cyber Security Lead Officer			
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	Theme: One Partnership Outcome: All six outcomes FODC Corporate Plan Priority: One Council: Ensure an efficient, effective and agile Council founded on good governance practices.			
Links to UN Sustainable Development Goals				
Target customers	<ul style="list-style-type: none"> • Residents • Staff • Elected members 			

What's the story behind the baseline?	<p>In formulating the Corporate Plan 'Our Council, Our Plan' 2024-2028, the Council considered the type of organisation it wanted to be, a forward-thinking innovative Council, which is customer focussed and recognised internally and externally, as accountable, transparent and effective. Fermanagh and Omagh District Council is now a decade in existence, celebrating success, but acknowledging that the Council must continue to provide strategic direction and leadership ensuring that robust systems and structures are in place to facilitate and support our dedicated, skilled and motivated staff to deliver key services for residents and visitors alike.</p>
Strategic significance at regional and local level	<p>The framework of legislation strategies, and initiatives in NI empowers local councils to innovate and modernise delivery and governance. The Local Government Act (NI) 201, coupled with strategies like the Digital Transformation strategy provides councils with the tools to enhance efficiency, transparency and citizen satisfaction.</p> <p><u>Key legislation and regional strategies and plans include:</u></p> <ul style="list-style-type: none"> • General Power of Competence: allowing councils to act innovatively in areas not explicitly restricted by law. • NICS Generative AI Guidelines published in 2023, provides overarching principles for responsible and ethical AI use in the civil service. Broader regulations, such as the UK Data Protection Act 2018(aligned with GDPR), govern data handling, and privacy when deploying AI systems. • Digital Governance Act: Supports the adoption of digital technologies across public services, encouraging councils to implement systems for citizen engagement, governance and improved service delivery. • Freedom of Information Act: Encourages transparency and accountability, promoting the use of digital platforms for public access to council information and governance data. • Digital Transformation Strategy for NI 2020-2030: Focuses on embedding digital innovation across the public sector. Prioritising areas including data driven decision making, digital inclusion and e governmental platforms to improve service delivery at the local level. • Innovation Strategy for NI 2021-2031: Guides councils in fostering innovation through partnerships with businesses, universities and the community. Encourages investment in digital technology to improve service delivery.

	<p><u>Key local strategies and plans include:</u></p> <ul style="list-style-type: none"> • FODC People Plan (internal document) • FO Digital Services 5-year strategic Framework 2021-2026 (internal document)
Statutory Service Criteria	<ol style="list-style-type: none"> 1. Strategic Effectiveness 2. Service Quality 3. Service Availability 4. Efficiency 5. Sustainability 6. Fairness 7. Innovation <p>This Improvement Objective underpins our 'One Council' approach, which ensures all services are working towards shared objectives and will help different areas of the Council work together more effectively over the next four years. Agility and innovation combined with the stable foundation of strong governance will characterise our ability to renew, adapt, respond and improve in an ever changing, turbulent local and global geopolitical environment. In identifying the actions under this Improvement Objective, we reflected on our budgetary constraints, our statutory obligations, our commitment to continuous improvement, and our growing maturity in developing the data and evidence to support and underpin our decision making, focusing on developing our 'One Council' approach to build whole community confidence in our service delivery.</p>

Appendix 1

Actions (What we propose to do)	What might this look like	How we are monitoring progress
10. Develop a 'whole Council approach' to customer service transformation.	30. Develop and implement a Customer Service Transformation Strategy and Action Plan 31. Prioritisation of Action Plan on a phased approach	36. Strategy and Action Plan agreed through relevant Governance Processes 37. # Actions live/ progressing
11. Maximise the capability of the Councils IT system to improve processes for talent management, succession planning and training and development of employees.	32. Continue to operationalise the Councils IT system to support talent management, succession planning and review training needs for staff through the digitisation of processes. 33. Operationalise the records management system within TechOne for employee records. 34. Develop and implement a 5-year Organisational Development Strategy with a core focus on digitisation of staff records and digital systems to improve HR processes.	38. # learning and development opportunities completed by officers including on the Skillgate platform 39. # staff undertaking performance appraisals digitally 40. Operationalise the records management system within TechOne for employee records (Y/N) 41. 5-year Organisational Development Strategy approved (Y/N)
12. Enhance digital connectivity across Council facilities to enable new technology	35. Identify and scope new and improved future service delivery models capitalising on enhanced connectivity.	42. # Future opportunities identified 43. % of appointments booked for registering births using the online booking system

<p>enabled services and support for residents.</p>	<p>36. Promote the use of online bookings and automation to improve customer experience for registrations.</p> <p>37. Development of a 5-year Digital Strategy to scope future delivery of effective IT enabled services, robust infrastructure, cybersecurity measures and new technology solutions.</p>	<p>44. Development of a 5-year Digital Strategy (Y/N)</p>
<p>What difference will this action make?</p>		
<ul style="list-style-type: none"> • In line with the Council's People Plan, the implementation and enhanced use of digital HR and records management systems will improve the quality, accessibility and consistency of workforce data. This will support evidence-based decision-making, strengthen talent management, succession planning and learning and development, and improve overall organisational performance. • The development and implementation of a Customer Service Transformation Strategy and Action Plan will embed a consistent, whole-Council approach to customer service. A phased and prioritised approach will ensure resources are targeted effectively, staff are engaged in the change process, and governance arrangements provide clear accountability for delivery and improvement. • Investment in IT infrastructure and enhanced digital connectivity across Council facilities will enable more efficient, secure and resilient service delivery. Full fibre connectivity will support future digital initiatives, improve system performance and underpin modern ways of working across all Directorates. • The increased use of digital and automated processes, including online booking systems for registration services, will improve customer experience by providing more convenient, accessible and responsive services. Citizens will benefit from 24/7 access where appropriate. • The identification and responsible adoption of Artificial Intelligence (AI) and digital tools, supported by clear guidance and staff training, has the potential to improve efficiency, service quality and innovation. This will support productivity gains, enhance user experience and contribute to longer-term cost avoidance and service sustainability. • The development of a 5-year Digital Strategy and 5-year Organisational Development Strategy will provide a clear strategic framework to align technology, workforce development and service transformation. Together, these strategies will ensure the Council is well-positioned to respond to future challenges, maximise opportunities and deliver high-quality, efficient services for residents. 		

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:

Phone: 0300 303 1777

Text Phone: 028 8225 6216

Email: info@fermanaghomagh.com

SignVideo: For people who are deaf or are hard of hearing

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

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

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

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