



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

Council Improvement Plan

2015-16

Welcome to Fermanagh and Omagh District Council's Annual Improvement Plan for 2015-16

This is the first Annual Improvement Plan produced by Fermanagh and Omagh District Council and sets out the key improvement objectives which we aim to deliver in this financial year across our strategic priorities as identified in our Corporate Plan 2015-19. Our Corporate Plan is focused on achieving our Corporate Vision, ie, **'Fermanagh & Omagh, the place of choice – where people, communities and businesses prosper'**, and delivering and improving:

- **Quality of Life;**
- **Quality Places; and**
- **Quality Services.**

In the next financial year, we will publish a report setting out our performance against the improvement objectives set for 2015-16 identifying what we have achieved, where we have been successful and where we could do better. This will be part of an ongoing annual process of performance reporting in line with our statutory duty and our commitment to open dialogue and transparency.

It is widely recognised that public services are facing a difficult financial climate and that we, as a Council, will face ongoing financial constraints which mean that we will have to focus on priorities which will make a real difference. We are also committed to being a more engaged Council and will be working with communities and others to shape the way we deliver services to meet local needs.

I am confident you will agree that the improvement objectives we have identified will bring about positive change.

Councillor Thomas O'Reilly
Chairman

Brendan Hegarty
Chief Executive

Our Values

We have six values which are shared by all elected members and employees and set out what we collectively believe in and guide our behaviours:

- **Responsive, accountable civic leadership** – a council that listens to its communities and takes responsibility for its decisions and actions
- **Transparent and open** – a council that is committed to open dialogue and transparency, providing clear, accessible information about decisions and how these are made
- **People and community focused** – a council that involves and engages our people and communities, working with others to shape the way we deliver services that meet local needs
- **Fair and inclusive** – a council that promotes equality of opportunity, values diversity and is working towards a shared future for all
- **Excellence in performance** – a council that takes pride in delivering high quality services while ensuring value for money; one which invests in its elected members and officers to meet organisational objectives
- **Committed to sustainable improvement and innovation** – a council that continually achieves service improvements, taking account of new and innovative working practices where possible.

Our Statutory Duty

Part 12 of the Local Government Act (NI) 2014 sets out a General Duty of Improvement in that “a council must make arrangements to secure continuous improvement in the exercise of its functions”.

A council will be **required** to have regard in particular to improvement in the exercise of its functions in terms of:

- (a) **Strategic effectiveness (SE)**; ie, exercises functions in a way which is reasonably likely to lead to achievement of or assist in achieving any strategic objectives, ie, those contained in the Community Plan
- (b) **Service quality (SQ)**; ie, an improvement in the quality of services
- (c) **Service availability (SA)**; ie, an improvement in the availability of services
- (d) **Fairness (F)**; ie, if (i) disadvantages faced by particular groups in accessing or taking full advantage of services are reduced; or (ii) social well-being is improved as a result of the provision of services or the way in which functions are otherwise exercised
- (e) **Sustainability (S)**; ie, if services are provided or functions are otherwise exercised in a way which contributes to the achievement of sustainable development in Northern Ireland;
- (f) **Efficiency (E)**; ie, if there is an improvement in the efficiency with which resources are used in the provision of services or in the way in which functions are otherwise executed; and
- (g) **Innovation (I)**; ie, if the way in which services are provided or functions are otherwise exercised is altered in a manner which is reasonably likely to lead to any outcome described in paras (a) to (f)

The legislation also sets out that for each financial year a council must set itself and work to achieve ‘improvement objectives’ relating to the areas outlined above. A council must publish information annually as to its performance in achieving its improvement objectives and those performance indicators and standards set by the Department and by the Council itself. In addition, a council must publish its assessment of its performance compared with that of previous years and, so far as is reasonably practicable, its performance compared to that of other councils. A council must also publish its plans for subsequent years, ie, ‘an improvement plan’. These assessments and improvement plans will be subject to audit by the Local Government Auditor who must produce an Annual Improvement Report for each financial year for each council.

Our Improvement Objectives 2015-16

Corporate Plan Theme 1: People and Community – ‘Quality of Life’

Improvement Aim: Improve quality of life through improvements in health, safety and wellbeing

<i>Improvement Objective 2015-16</i>	Performance Improvement Category							To support this we will:
	SE	SQ	SA	F	S	E	I	
<i>1. Develop a draft Community Plan, agreed by all key partners, including the establishment of a comprehensive evidence base and processes/ procedures to maintain and update this</i>	*			*	*	*		1. Develop a detailed evidence base 2. Undertake a review of strategies and delivery mechanisms 3. Undertake extensive public engagement 4. Work with statutory and support partners to seek agreement on strategic outcomes, measureable indicators and detailed action plans 5. Develop proposals for governance and delivery arrangements 6. Develop and agree operating arrangements with key partners 7. Work with Planning colleagues to ensure a joined up approach to development of the Community Plan and Local Development Plan
<i>2. Develop and implement an Economic Development Strategy and associated Action Plan</i>		*	*	*	*			1. Prepare, publish and begin to implement a Local Economic Development Action Plan, Tourism Strategy and Action Plan, Rural Development Strategy and Peace IV Action Plan 2. Put in place Rural Development Programme, Local Economic

							Development, Peace IV, ESF and Urban and Rural delivery arrangements 3. Deliver urban and rural regeneration programmes across the district
<i>3. Develop and implement a high quality arts, culture and heritage programme and Museums Strategy which will be appropriate for residents and visitors</i>		*	*	*		*	1. Commission, steer and complete FODC Cultural Plan 2. Increase attendance and participation in arts and culture activities promoting creativity and wellbeing 3. Enhance the reputation and profile of the area through international coverage of events and activities 4. Extend and enhance museums provision across the wider district
<i>4. Develop the Sports, Leisure and Recreation Infrastructure of the district</i>		*	*	*	*		1. Develop and begin to implement a Leisure, Recreation and Sports Strategy and Action Plan, including: - Identifying areas where the leisure, recreation and sports infrastructure can be developed/enhanced - Identifying opportunities to develop physical activities focused on deprived, under-represented and special interest groups - Audit of sporting groups and clubs to identify education and development needs - Delivering grants scheme through a partnership approach with clubs and organisations 2. Provide safe, accessible play facilities for upcoming generations and provide safe, accessible open space and recreation facilities to encourage community cohesion and health promotion
<i>5. Develop the Community Support infrastructure of the district</i>		*	*	*	*		1. Develop and implement an evidence based Community Development/Support Strategy 2. Work to address deprivation and inequalities in all their forms across the district including recognition of issues specific to a post-

							<p>conflict society</p> <p>3. Ensure access to quality advice services in accordance with identified need</p> <p>4. Deliver the Neighbourhood Renewal function and further develop the social enterprise work</p> <p>5. Deliver the Affordable Warmth project and Western Home Environmental Assessment Project (WHEAP)</p> <p>6. Promote safe, sustainable and accessible workplace environments</p>
<i>6. Develop and implement a Policing and Community Safety Strategy</i>		*	*	*	*		<p>1. Establish a Policing and Community Safety Partnership for the new district</p> <p>2. Promote safer, more cohesive communities; reduce anti-social behaviour through partnership working</p> <p>3. Support and encourage improvements in policing of the area – monitored against local and regional plans</p>
<i>7. Develop and implement a Corporate Funding Policy</i>		*	*	*	*		<p>1. Deliver an annual programme of grant aid across a range of council functions and services including putting in place appropriate monitoring and evaluation systems</p> <p>2. Support community cohesion, community engagement and community events</p>

Corporate Plan Theme 2: Place and Environment – ‘Protecting and Creating Quality Places’

Improvement Aim: Protect and improve our built and natural environment

Improvement Objective 2015-16	Performance Improvement Category							To support this we will:
	SE	SQ	SA	F	S	E	I	
<i>1. Progress development of the Local Development Plan</i>	*	*		*	*			<ol style="list-style-type: none"> 1. Develop a sound evidence base and sustainability appraisal 2. Progress development of a Local Policies Plan 3. Work with others to identify strategic development opportunities
<i>2. Progress delivery of the Enniskillen and Omagh town centre Masterplans and implement appropriate monitoring and review arrangements</i>		*	*		*		*	<ol style="list-style-type: none"> 1. Work to achieve planned, sustainable growth to maintain status as regional service hubs 2. Deliver BIDS foundation phase – Enniskillen, and town centre promotional programme - Omagh 3. Support delivery through the provision of an effective contracts design and project management service with agreed annual programme of work 4. Provide clean, attractive, litter free, clutter free, sustainable urban centres and neighbourhoods 5. Promote the attractiveness of areas through horticulture and encourage biodiversity in strategic green urban areas 6. Protect and promote built heritage and improve accessibility 7. Maximise funding opportunities to enhance towns to provide quality, desirable places

<p><i>3. Review, update and progress delivery of suite of town centre action plans and village plans</i></p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<ol style="list-style-type: none"> 1. Deliver a programme of town and village action plans 2. Protect and promote built heritage and improve accessibility 3. Support delivery through the provision of an effective contracts design and project management service with agreed annual programme of work 4. Provide clean, attractive, litter free, clutter free, sustainable towns, villages and neighbourhoods 5. Promote the attractiveness of areas through horticulture and encourage biodiversity 6. Maximise funding opportunities to enhance local towns and villages to provide quality, desirable places and to
<p><i>4. Deliver an effective waste management service across the district</i></p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<ol style="list-style-type: none"> 1. Progress the development and implementation of an innovative waste management plan 2. Develop the waste management infrastructure in accordance with the agreed waste management plan 3. Reduce levels of waste going to landfill 4. Increase recycling levels
<p><i>5. Protect and enhance our natural environment</i></p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<ol style="list-style-type: none"> 1. Promote the Geopark and work towards designation of a second local nature reserve 2. Contribute to this by monitoring of environmental conditions 3. Develop and promote a programme of outdoor activities which will highlight our rich natural heritage 4. Deliver an effective waste enforcement service 5. Develop and begin to deliver a Local Bio-diversity Action Plan to increase awareness and protection of natural habitats and the bio-diversity value of the area 6. Raise awareness and enforcement of clean neighbourhoods

							<p>legislation regarding dog fouling and dog control</p> <p>7. Ensure that the Local Development Plan development process takes account of the need to protect, promote and enhance our natural environment</p>
<p>6. Develop and commence delivery of a Tourism Strategy and Action Plan recognising existing tourism brands and networks</p>	*	*	*	*		*	<ol style="list-style-type: none"> 1. Prepare and agree a Tourism Strategy and Action Plan 2. Design, develop and deliver a funding programme for tourism development 3. Secure and deliver investment in high quality cultural, heritage and activity based infrastructure relevant to residents and visitors 4. Deliver a programme of events based around culture, heritage and outdoor assets 5. Provide an enhanced visitor experience 6. Progress implementation of the angling strategy 7. Identify areas of the countryside where improved access could be provided 8. Promote heritage by ensuring maintenance and accessibility of historic graveyards 9. Effectively manage the Council's water recreation sites.

Corporate Plan Theme 3: The Council Itself – ‘Quality Services’

Improvement Aim: Improving as an organisation

<i>Improvement Objective 2015-16</i>	Performance Improvement Category					To support this we will:
<i>1. Lobby at all levels of government and key decision makers for the benefit of the district</i>		*	*	*	*	<ul style="list-style-type: none"> 1. Respond to all relevant consultations 2. Establish a Health Services Group with relevant health services providers to influence health services provision in the district 3. Ensure council decisions on lobbying matters are implemented in a timely manner 4. Participate in the NI Partnership Panel and any associated working groups
<i>2. Establish and embed effective governance and decision making arrangements</i>	*	*	*	*	*	<ul style="list-style-type: none"> 1. Put in place appropriate risk management and reporting arrangements 2. Establish Audit Panel and internal audit arrangements 3. Develop, agree and implement a procurement policy and procedures 4. Administer and support the Council and its committees through the democratic services unit and provide support to elected members in their roles 5. Agree, publish, monitor and update the Council Constitution including a Scheme of Delegation 6. Undertake a Good Relations Audit; develop and implement a Good Relations Action Plan

<p><i>3. Implement an organisational design which supports the strategic aims of the Council and promotes a single, unified and inclusive culture</i></p>	*	*	*	*	*	*	*	<ol style="list-style-type: none"> 1. Agree and implement appropriate structures across all services building on service design templates 2. Establish, embed and manage a corporate performance framework for 2015-16 in line with statutory requirements and prepare for 2016-17 onwards 3. Establish a corporate improvement planning process aligned to a longer term programme of transformational change 4. Establish and embed arrangements for storage and retrieval of information 5. Develop and implement a Customer Services Strategy aimed at providing accessible services designed around customer need
<p><i>4. Ensure effective community engagement and involvement</i></p>	*	*	*	*	*		*	<ol style="list-style-type: none"> 1. Ensure that engagement is an integral element within the wider policy development process across all council services and in terms of key strategies eg the Community Plan 2. Ensure staff are well informed about the Council and Council services
<p><i>5. Develop and resource a medium term financial strategy (including robust capital plan with associated funding and revenue implications)</i></p>		*		*	*	*		<ol style="list-style-type: none"> 1. Establish a medium term financial strategy, including a rolling capital plan for 2015-18 which will deliver capital projects which meet VFM criteria 2. Establish a Treasury Management Strategy 3. Establish regular reporting of financial performance against budget across all services to support services being delivered within budgets 4. Ensure financial regulations, policies and procedures are developed and embedded 5. Ensure council assets are appropriately indemnified against loss 6. Ensure effective project management arrangements in place to

								support delivery of capital projects in line with agreed criteria 7. Ensure effective support towards delivery of the capital plan through the Minor Works service as appropriate
<i>6. Maximise access to external funding sources across all functions and services</i>		*	*		*	*		1.All services to research and actively engage in opportunities to apply for relevant funding to support delivery of services
<i>7. Develop a suite of Corporate Strategies, action plans and policies to support the effective operation of the Council</i>	*	*	*	*	*	*	*	1.Develop the following strategies: - HR Strategy and Action Plan - Employee Health and Wellbeing Plan - Estates Strategy and Asset/Facilities Management Plan - ICT Strategy - Customer Services Strategy - Sustainable Development Strategy 2. All services to develop, agree and embed appropriate policies and to take account of equality considerations and the Council's corporate values
<i>8. Develop an Emergency Plan for the district</i>		*		*		*		1.Ensure that an integrated Emergency Plan is in place with appropriate governance and delivery arrangements and an appropriate business continuity planning framework
<i>9. Develop and participate in joint initiatives with other partners on a cross-sector, cross-border, trans-national basis or on a regional or sub-regional basis</i>	*	*	*	*	*	*	*	1.Establish and deliver a shared service for property certificates across local government 2.Establish a cross-sector community planning partnership 3. All services to identify opportunities, where appropriate, to engage in partnership activities to achieve positive outcomes

Reporting on our Performance

Throughout 2015-16 our progress towards delivery of our improvement objectives will be regularly monitored and reviewed by officers and through reports to the Council's Policy and Resources Committee. Minutes and reports for all Council and Committee meetings can be viewed online at <http://www.fermanaghomagh.com/your-council/committees/>.

Our first Performance Report covering the 2015-16 period will be prepared and published in advance of the statutory deadline of 30 September 2016.

We welcome comments, suggestions and feedback on our plans and improvement objectives. If you want to get in touch please do so by one of the following methods:

Telephone: Community Planning and Performance Department - 0300 303 1777

Email: kim.mclaughlin@fermanaghomagh.com

In writing: Kim McLaughlin, Head of Community Planning and Performance, Fermanagh and Omagh District Council, The Grange, Mountjoy Road, Omagh BT79 7BL

Speak to your local Councillor who will be able to pass on your comments. Contact details for councillors can be found at www.fermanaghomagh.com

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