



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

Corporate Improvement Plan



2016/17

Fermanagh and Omagh District Council

Corporate Improvement Plan 2016/17

Foreword

As Fermanagh and Omagh District Council moves into its second year of operation following the establishment of the 11 new councils on 1 April 2015, we are determined to build on the good progress made in 2015-16 and to work towards delivery of all of the commitments made in our Corporate Plan 2015-19.

It will come as no surprise that Fermanagh and Omagh District Council, as part of the wider public sector, is facing a challenging time. Public finances are under increasing pressure due to the ongoing austerity agenda and this is coupled with additional financial pressures arising from a range of issues outside of our control which will add to our costs, for example, the abolition by HMRC of a National Insurance Rebate for contracted-out pension schemes from 1 April 2016, the increase in landfill tax at a rate of £2.50 per tonne from 1 April 2016, the introduction of the Food Waste Regulations (NI) 2015 and the current economic condition of the recycling market, amongst others. We will continue to plan diligently for our future through our Medium Term Financial Strategy, however, it is also important that we focus our improvement efforts on areas that will make a difference to people's lives.

We continue to work with our partners, including the community, voluntary and business sectors, to develop a long-term Community Plan for the Fermanagh and Omagh district. This plan, which will be finalised and agreed in the 2016/17 year, will set out clear outcomes aimed at improving quality of life and public services in this area. Once the overarching Community Plan is in place, subsequent Corporate Improvement Plans will align directly with it. Until then, we will be largely informed by the existing Corporate Plan and by emerging draft community planning priorities in determining our improvement objectives for 2016/17.

The Community Plan will be our blueprint to ensure the long-term sustainable social, economic and environmental development of our district. In addition to this, Improving services for local residents and visitors; reducing our impact on the environment; and becoming a more modern and efficient council have been identified as improvement objectives for this year and, within this document, we set out our specific proposals to deliver against these in 2016/17.

Our residents and stakeholders can be fully assured that the Members and officers of Fermanagh and Omagh District Council are fully committed to delivering on our improvement objectives and to ensuring that we achieve our Corporate Vision of making Fermanagh and Omagh a place of choice – where people, communities and businesses prosper.

Mary Garrity

Chair

Brendan Hegarty

Chief Executive

1. Introduction and Context:

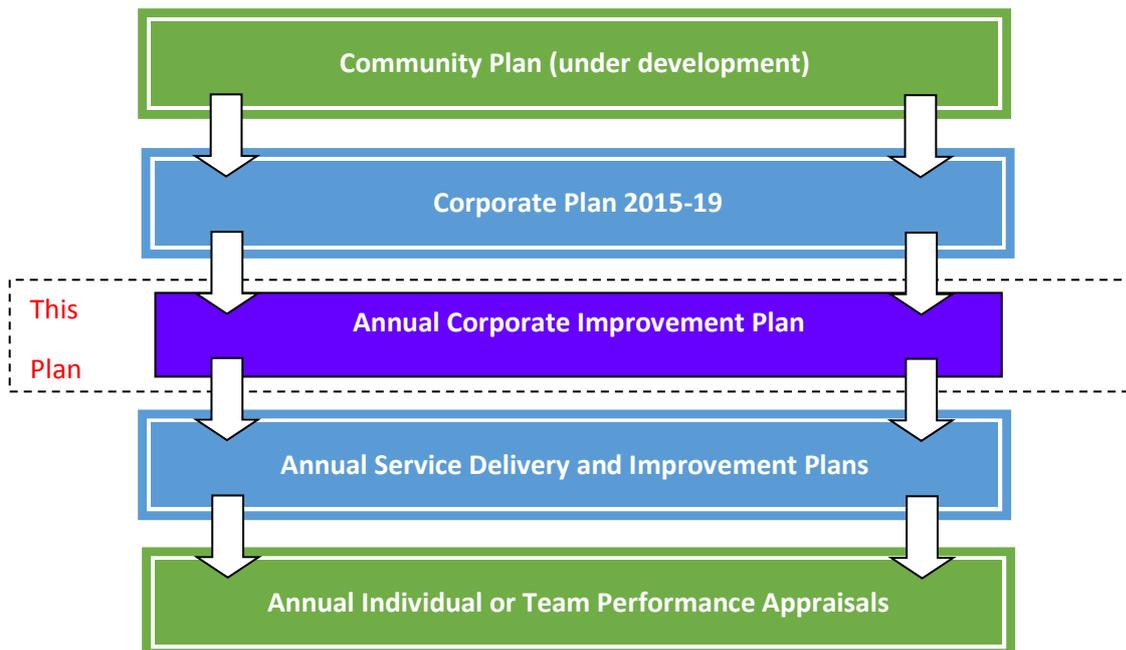
1.1 The aim of the Council’s Corporate Improvement Plan 2016/17 is to set out what we will do in the year ahead to deliver on our statutory duty¹ to secure continuous improvement; to achieve improvement against at least one of the seven specified aspects of improvement; and arrangements to detail that any statutory performance standards are met.

1.2 In 2015/16 councils were subject to limited introduction of the new performance duty, however, the Local Government (2014 Act) (Commencement No 4) Order (NI) 2015 brings into effect the remaining provisions of the duty from 1 April 2016, with the exception of section 91(1) on the use of performance information, which will become effective from 1 April 2017.

1.3 This plan has been developed with the needs of residents, businesses and visitors in mind. It has been directly informed by the ongoing work with partners and stakeholders to develop a Community Plan for the area, by our existing Corporate Plan 2015-19 and through a dedicated public consultation process during March and April 2016.

1.4 The Corporate Improvement Plan sits within a hierarchy of plans which guide our strategic policy direction and drive our service delivery arrangements (figure 1 below).

Figure 1: Our Strategic Planning Hierarchy

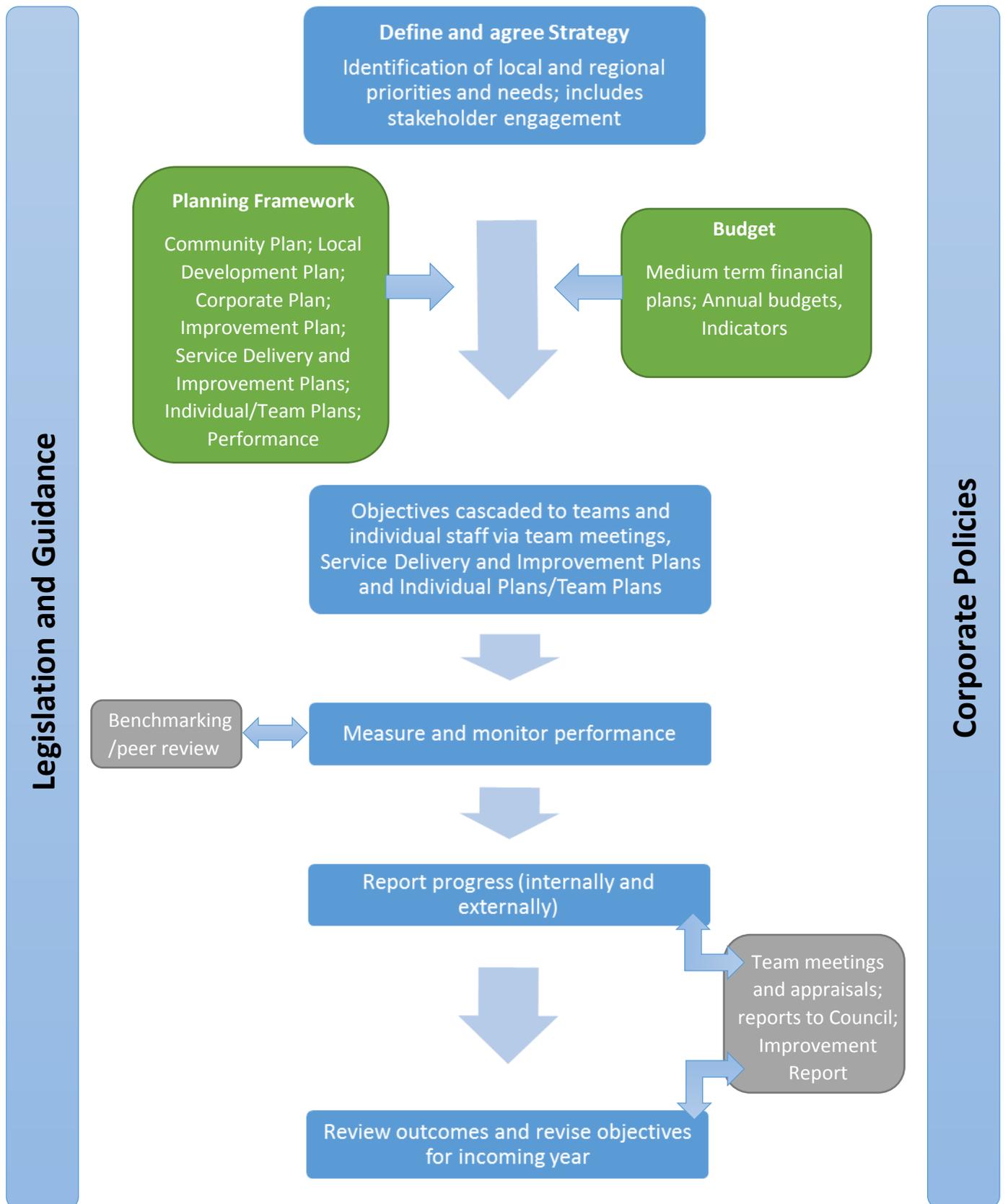


¹ Part 12 of the Local Government Act (NI) 2014 details the framework to support continuous improvement in the delivery of council services.

2. Achieving Continuous Improvement:

- 2.1 Central to Fermanagh and Omagh District Council's Performance Improvement Framework is the achievement of our Corporate Vision to make **'Fermanagh and Omagh, the place of choice – where people, communities and businesses prosper'**. Alongside that is our understanding of our core purpose as an organisation in terms of 'Leading and serving our community, working with others to promote quality of life, quality places and quality services for all'.
- 2.2 The Council has put in place a performance improvement framework which will drive and provide assurance that we are delivering on our Vision. The Council recognises that an effective performance management approach will achieve a shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved.
- 2.3 Within Fermanagh and Omagh District Council, we are developing a culture where managing performance and achieving improvement is not seen as something that is additional to the day job. It is everyone's responsibility, forming part of everyday effective management and working practice in every area of the Council and includes:
- Setting informed goals
 - Communicating these goals
 - Making sure these are progressed
 - Monitoring and reporting on progress and achievements
 - Managing underperformance.
-Conducting all of these at corporate, service and individual levels.
- 2.4 The diagram below (figure 2) illustrates our performance improvement framework and the various processes within this which combine to ensure that we effectively manage performance and that we have taken all possible steps to secure continuous improvement in the exercise of our functions.

Figure 2: FODC's Performance Improvement System



3. Identifying Improvement Objectives

3.1 The Community Plan will be the overarching strategy aiming to improve the sustainable social, economic and environmental wellbeing of the Fermanagh and Omagh district (N.B. the Community Plan is not currently in place, although under development). Significant work has been undertaken to inform the identification of evidence based needs and priorities, including a lengthy public engagement process. This information has been used to help inform the identification of improvement objectives for 2016-17.

3.2 Our Corporate Plan 2015-19 sets out the following core priorities for the four years to 2019:

| Theme 1: People and Community – Quality of Life | Theme 2: Place and Environment – Protecting and Creating Quality Places | Theme 3: The Council Itself – Delivering Quality Services |
|--|--|--|
| <ul style="list-style-type: none"> • Address identified need through the delivery of high quality, accessible services to all our people • Create the conditions which support employment, entrepreneurship and innovation • Continue to work to attract inward investment and jobs into our district as well as supporting local and indigenous businesses • Promote the health, safety and wellbeing of all our residents and visitors • Enrich lives by supporting opportunities for creativity • Work with communities to enable and empower them to be more active in improving quality of life for individuals, families and communities | <ul style="list-style-type: none"> • Protect and enhance the local natural and built environment and heritage so as to provide quality places where people will wish to live, work and visit • Grow our tourism industry by providing and promoting desirable locations, together with a wide range of quality outdoor and cultural activities and experiences based around our natural and built environment and heritage • Encourage people and communities to take pride in their neighbourhoods • Work with our communities and with other partners to improve areas, improve our infrastructure and to achieve balanced and sustainable development | <ul style="list-style-type: none"> • Provide strong civic leadership, lobby and influence key decision makers for the good of our district and to champion the needs of rural areas • Ensure openness and transparency in our decision making and in communicating our performance • Engage with residents and service users to ensure that we have listened to their needs and are delivering services based on local priorities • Successfully transition to a single new organisation, deliver continuous improvement in the way we work and be open to new and innovative approaches including sharing services with other partners where these can deliver improvements • Be open to opportunities to take advantage of the General Power of Competence, where appropriate |

3.3 These corporate priorities were informed by a process of consultation and engagement and are embedded through the annual Service Delivery and Improvement Plans developed for each service within the Council. The corporate priorities also inform the identification of our annual Corporate Improvement Objectives as set out in section 4 of this document.

3.4 Cognisance has also been taken of performance data where this is available, however, as we are a newly established organisation which came into being on 1 April 2015, relevant and appropriate performance data is limited at this stage. This will, however, become a more relevant and appropriate evidence and information source in the coming years.

4. Corporate Improvement Objectives 2016/17:

4.1 In identifying corporate improvement objectives for 2016/17, it was recognised that these should enhance the core business being planned and delivered in the 2016/17 year through the work set out in our annual Service Delivery and Improvement Plans. Our Corporate Improvement Objectives should provide a specific focus on delivering key improvements which also meet the seven aspects of improvement as identified by legislation, ie:

- Strategic effectiveness
- Service quality
- Service availability
- Fairness
- Sustainability
- Efficiency
- Innovation.

4.2 Our Corporate Improvement Objectives for this year cover a broad range of business areas and will contribute to the sustainable social, economic and environmental wellbeing of the Fermanagh and Omagh District Council area, delivering improvements for our citizens and ratepayers.

The objectives and associated improvement projects are:

| Corporate Improvement Objective 2016/17 | Corresponding Improvement Project | Why has this objective been selected for 2016/17? |
|--|--|---|
| 1. We will seek to reduce our impact on the environment. | Reduction in energy consumption (council facilities) | Engagement on the community planning process and on the Council's Corporate Plan have identified the significance which our citizens place on our environment and environmental issues. A mid year review of Service Delivery and Improvement Plans in |

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| | | 2015/16 suggested that reduction in energy consumption was an area that required improvement. |
| 2. We will seek to improve local services for our residents and visitors. | <ul style="list-style-type: none"> (i) Shared working arrangements (Planning Enforcement/ Building Control) (ii) Satellite Museum Provision – Omagh (iii) Increased online access to services | The Council is continually looking for ways in which it can improve services for local people and has selected projects for 2016/17 which will improve customer service, extend service availability and make it easier for our citizens to access our services. |
| 3. We will seek to be a more modern and efficient Council | <ul style="list-style-type: none"> (i) Data management project – complying with Open Data (ii) Mobile working (Environmental Health) | In identifying ways in which continual improvement can be achieved, the Council recognises the need to embrace more modern and efficient working methods, particularly those which take advantage of more digital opportunities and lead to improved customer access to information or services. |

4.3 Improvement Objective 1

FODC Improvement Objective 1: We will seek to reduce our impact on the environment

What will we do to achieve this objective?: Achieve a reduction in Energy Consumption, and a reduction in Carbon Dioxide emissions across all Council owned buildings within the Fermanagh and Omagh District (Lead Officer: Head of Operations and Estates)

Which Corporate Plan Theme(s) does this objective link to?: Theme 2 – Place and Environment ‘Protecting and Creating Quality Places’

Which of the 7 statutory aspects of improvement will this objective aim to deliver?:

- Sustainability
- Efficiency
- Innovation

Improvement Project: Reduction in Energy Consumption (Council facilities)

| What will we do? | Timescale/ Milestone | How will we measure success? |
|--|-------------------------|--|
| Condition Survey of 3 buildings- Ardhowen, Marble Arch Caves, Lakeland Forum. | June 2016 | Recommendations within surveys to be implemented. Action plan to be developed for implementation. |
| Implement changes to systems within Council owned buildings that will reduce electricity consumption, informed by the audit of 3 buildings and the wider council estate’s requirements | March 2017 | Cost saving through reduced electricity usage. Frequent monitoring of energy reports. |
| Conduct a Council wide audit of energy management, including consumption and generation | March 2017 | Implementation of recommendations outlined in the Audit, within the financial year 2017/18. |

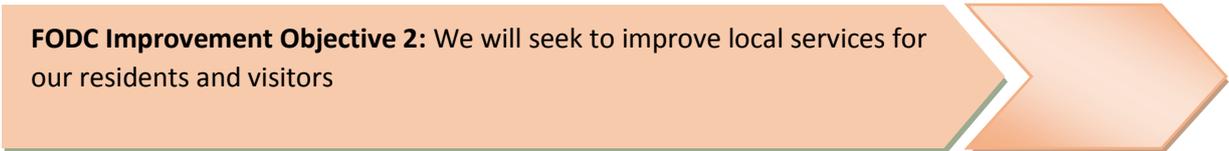
What is the visible improvement that citizens can expect?

- Assurance that Council can accurately report on energy usage and emissions in its own estate, including development of an accurate baseline.
- Ultimately, there will be a reduction in the emission of carbon dioxide.
- In the short term, as identified in the action plan for 2016/17, council owned buildings will be improved to reduce levels of energy consumption
- In the long term, a strategy will be developed to reduce the amount of energy consumed

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| <p>throughout FODC buildings.</p> <ul style="list-style-type: none"> - Continued use of 100% green electricity |
| <p>What resources will we use?</p> |
| <p>Operations and Estates team time- Head of Service, Facilities Manager</p> <p>Leisure, Recreation and Sport team time- Head of Service, centre managers</p> <p>Parks and Open Spaces team time</p> <p>Arts and Heritage team time</p> <p>Community Services team time</p> <p>Waste and Recycling team time</p> <p>Contracts and Operations Management team time</p> <p>Operations and Estates budget 2016/17</p> <p>Leisure, Recreation and Sport budget 2016/17</p> <p>Development of frequent energy consumption/ generation reports by staff within facilities</p> |
| <p>Partners we are working with:</p> |
| <p>Operations and Estates, Community Planning and Performance, Tourism and Economic Development, Leisure, Recreation and Sport, Arts and Heritage, Community Services, Waste and Recycling, Parks and Open Spaces, Contracts and Operations Management</p> |

4.4 Improvement Objective 2

FODC Improvement Objective 2: We will seek to improve local services for our residents and visitors



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| <p>What will we do to achieve this objective?:</p> <ol style="list-style-type: none"> 1. Implement a suite of procedures that will provide a more cohesive way of working between the services of Planning and Building Control. (Lead Officer: Head of Building Control and Licensing). 2. Introduce a Museum presence in the Strule Arts Centre (pending identification of a permanent museum location), based around the history of the Omagh area (Lead Officer: Head of Arts and Heritage) 3. We will implement a Leisure Management System with the capacity to allow citizens to book their leisure activities online (Lead Officer: IT Manager) |
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| <p>Which Corporate Plan Theme(s) does this objective link to?:</p> <p>Theme 1 – People and Community ‘Quality of Life ‘ AND</p> <p>Theme 3- The Council Itself ‘Delivering Quality Services’</p> | <p>Which of the 7 statutory aspects of improvement will this objective aim to deliver against?:</p> <ul style="list-style-type: none"> - Service Quality - Service Availability - Fairness - Sustainability - Efficiency - Innovation |
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| Improvement Project 1: Shared Working Arrangements for planning enforcement and building control | | |
|---|-----------------------------|---|
| What will we do? | Timescale/ Milestone | How will we measure success? |
| Scope the extent of the project | April 2016 | <ul style="list-style-type: none"> - Assessment of potential for streamlining service delivery. - Production of a project initiation document |
| Review existing processes and systems, and explore areas for alignment | June 2016 | <ul style="list-style-type: none"> - An in depth analysis of processes within services - Identification of alignment to be introduced |
| Design alignment implementation methodology | September 2016 | <ul style="list-style-type: none"> - Production of an implementation plan which is achievable and demonstrates evidence for alignment of services. |
| Test and review implemented actions | November 2016 | <ul style="list-style-type: none"> - Successful introduction of new measures - Demonstrable improvements within internal processes |
| Training of staff | November 2016 | <ul style="list-style-type: none"> - All staff trained on the new measures to be implemented |
| Introduce new system | December 2016 | <ul style="list-style-type: none"> - Integration of new systems and processes within services - Improvements within systems and processes i.e. reduced need for enforcement action. - Improvements in customer satisfaction - Improvement in statutory indicator PS3 (70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint), due to earlier identification of issues and compliance with enforcement actions. |
| Review new systems and processes | March 2017 | <ul style="list-style-type: none"> - Demonstrable improvements in service delivery |

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| What is the visible improvement that citizens can expect? |
| <ul style="list-style-type: none"> - Improved monitoring of planning developments on site and speedier identification of issues, reducing need for enforcement action - Reduced waiting times for site visits - Improved internal efficiency through aligned services and more streamlined processes - A more cohesive service internally, which will provide the customer with a better quality service |
| What resources will we use? |
| <p>Planning Service time- Head of Planning, Planning Officers time training BCO's</p> <p>Building Control and Licensing time- Head of BCL, BCO's time being trained on planning elements</p> <p>Planning Service budget 2016/17</p> <p>Building Control and Licensing budget 2016/17</p> |
| Partners we are working with: |
| Planning Service, Building Control and Licensing, Community Planning and Performance |

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|---|---------------------------------|--|
| Improvement Project 2: Satellite Museum Provision (Omagh) | | |
| What will we do? | Timescale/ Milestone | How will we measure success? |
| Refurbish existing Museum Cases | June 2016 | High quality Museum Cases ready for placement in a public space |
| Develop a marketing and promotion plan for the Museum Exhibition | October 2016 | <ul style="list-style-type: none"> - Communication of Museum Exhibition to citizens of FODC - Target of 500 visitors before March 2017 |
| Placement of the cases within the Strule Arts Centre, with appropriate Museum items on display, and launch the exhibition | September 2016 | Engagement of citizens, community groups, schools, Arts and Cultural groups, and historical societies |
| Begin the process of building a collection for the Omagh area | September 2016 | <ul style="list-style-type: none"> - Successful communication with citizens to encourage evaluation of potential museum items. - Engagement of community groups and schools through outreach programmes. - Target of 10 Schools and 5 Community Groups engaged - Target of 90% Customer Satisfaction Level |

What is the visible improvement that citizens can expect?

- Provision of Museum Services within Strule Arts Centre – extension of museums service
- Increased awareness and knowledge of the history of the Omagh area
- There will be a better understanding of what local people would like to see through feedback mechanisms
- Improvement of Good Relations throughout the District

What resources will we use?

Arts and Heritage time- Head of Service and Museums team

Arts and Heritage Budget 2016/17- Existing Museum cases (to be refurbished),Artefacts pertaining to the Omagh area

Partners we are working with:

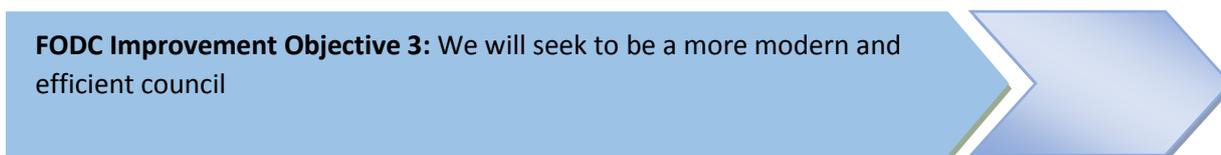
Arts and Heritage Service, Community Planning and Performance, Community Development/ Good Relations Team

Improvement Project 3: Improving Online Capability (Phase 1: Leisure)

| What will we do? | Timescale/ Milestone | How will we measure success? |
|--|-----------------------------|---|
| Research existing Leisure Management solutions that have capability for online booking | May 2016 | Comprehensive analysis of available systems that could be implemented. Production of a plan to introduce new systems. |
| Implement a new software based system to allow online booking | November 2016 | Successful integration of system within existing web platform, completion of satisfactory testing and pilot of system usage. |
| Promote and encourage citizens to utilise the system | January 2017 | Communication with customers through existing channels- paper based, website, social media platforms, verbally within centres and at point of booking. Customer focus group feedback. |
| Monitor the use of system | March 2017 | Data extrapolated from software systems, analysis of use, starting from zero base- levels of activity used to establish target for improvement in future years. |
| Engage customers to receive feedback on the transition | March 2017 | <ul style="list-style-type: none"> - Positive feedback received through feedback mechanisms- paper based, electronic surveys, and customer focus group feedback. - Complaints received. |

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| What is the visible improvement that citizens can expect? |
| <ul style="list-style-type: none"> - Additional channels for booking leisure activities - A quicker, more efficient way of booking - Increased customer satisfaction - Reduced waiting time - Increased analysis of bookings and reporting of measures to be implemented |
| What resources will we use? |
| <p>IT Manager time, IT team time</p> <p>Leisure, Recreation and Sport time- Head of Service, communications team, front of house staff, centre managers</p> <p>Leisure, Recreation and Sport budget 2016/17</p> |
| Partners we are working with: |
| Operations and Estates, Leisure, Recreation and Sport, Community Planning and Performance. |

4.5 Improvement Objective 3



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| What will we do to achieve this objective?: | |
| <ol style="list-style-type: none"> 1. We will undertake an audit within the Council to analyse the data that we currently hold, with a view to making data available to the public as Open Data, where appropriate. We will manage internal data more efficiently, with a view to improving customer service (Lead Officer: Head of Policy and Strategic Services) 2. Introduce hardware and software to enable field officers to input 'live' data, whilst on site, without the need to return to the office, and have the ability to respond to site visit requests whilst in a locality (Lead Officer: Head of Environmental Health). | |
| Which Corporate Plan Theme(s) does this objective link to?: | Which of the 7 statutory aspects of improvement will this objective aim to deliver against?: |
| <p>Theme 1- People and Community 'Quality of Life' AND</p> <p>Theme 3- The Council Itself 'Delivering Quality Services'</p> | <ul style="list-style-type: none"> - Service Quality - Service Availability - Sustainability - Efficiency - Innovation |

| Improvement Project 1: Data Management Project | | |
|---|---------------------------------|---|
| What will we do? | Timescale/ Milestone | How will we measure success? |
| Complete an Audit of data within FODC | June 2016 | Comprehensive engagement of all services within Council |
| Consolidate data where required | September 2016 | Bring together datasets within individual services, and apply consistent data principles and procedures |
| Publish Open Data, where appropriate | January 2017 | Data publicly available online, with attributed licences and permissions |
| Develop an internal system for sharing data, where appropriate | March 2017 | The implementation of a system that allows for quality data to be shared throughout the organisation, to allow for better, more informed decision making, and cohesion of services. |
| What is the visible improvement that citizens can expect? | | |
| <ul style="list-style-type: none"> - Increased Customer satisfaction, due to more accurate and more available data - Publication of Open Data - Better communication methods for citizens to ensure they are informed of services within the wider council area - More informed decision making - Digitisation of records, where applicable - Data principles will be applied consistently throughout the Council | | |
| What resources will we use? | | |
| <p>Community Planning and Performance time- Head of Service, CPP team</p> <p>Policy and Strategic Services- Head of Service, PSS team</p> <p>Community Planning and Performance budget 2016/17</p> <p>Policy and Strategic Services budget 2016/17</p> | | |
| Partners we are working with: | | |
| <p>Community Planning and Performance, Policy and Strategic Services, HR and Organisational Development, Finance, Operations and Estates, Planning, Tourism and Economic Development, Funding and Investment, Leisure, Recreation and Sport, Arts and Heritage, Environmental Health, Community Services, Waste and Recycling, Parks and Open Spaces, Contracts and Operations Management, Building Control and Licensing, Corporate Services and Governance</p> | | |

| Improvement Project 2: Mobile Working | | |
|--|-----------------------------|--|
| What will we do? | Timescale/ Milestone | How will we measure success? |
| Analyse response times to requests for service | April- September 2016 | Data collated that will allow for analysis at year end (consequent to the implementation of the new system), in order to demonstrate improvement. |
| Purchase and test hardware and software | July 2016 | Systems in place, testing, and pilot successfully undertaken |
| Test connectivity throughout District to identify any problematic areas | July – September 2016 | Identification of areas of improvement for connectivity |
| Training of officers and admin staff on Tascomi Application and new hardware | July 2016 | 100% of identified staff having received training |
| Implementation of system | September – December 2016 | <ul style="list-style-type: none"> - Number of EHO's using the system (target- 21) - Increase in multiple site visits - Improvement in response times |
| Monitor system use | January - March 2017 | Utilisation of system, analysis of time saved, analysis of response times to requests for service, accuracy and reliability of system. |
| What is the visible improvement that citizens can expect? | | |
| <ul style="list-style-type: none"> - Better response times to requests for service/ site visits - More efficient way of working and improved allocation of staff resources - Information available quicker after inspections - More informed decision making, based on improved availability of information. - Increased communication with customer, due to ability to respond on mobile basis. - Data on broadband 'not spots' gathered and reported to Economic Development re broadband infrastructure projects. | | |
| What resources will we use? | | |
| <p>Environmental Health Service time- Head of Service, training of EHO's/Admin Staff</p> <p>Environmental Health budget 2016/17- Cost of hardware (tablets), Cost of Software- Tascomi Application</p> | | |
| Partners we are working with: | | |
| Environmental Health, IT Department, Community Planning and Performance | | |

5. Project Management arrangements

5.1 Purpose/ Structure of teams

Project Teams have been established which will be intrinsic to the project management framework to support the implementation and delivery of the Improvement Projects within 2016/17.

- Project teams are responsible for a number of key tasks including: the initiation and development of the Improvement Project; producing a detailed Project Plan for the project; implementation of the project; monitoring of the project throughout; reporting on the project performance on a quarterly basis; as well as addressing any barriers to success as they arise, in an efficient manner, to ensure the project meets its objectives.
- Each project team has a single Project Lead appointed, responsible for the project implementation and reporting elements of the project. Overall, the project teams will be supported by a Programme Manager, ie, the Council's Performance Improvement Officer.
- The Programme Manager will co-ordinate the Project Teams and will ensure that regular monitoring reports are submitted to SMT. The Programme Manager will also have a role in monitoring the projects throughout the financial year so that support may be provided, where necessary, to ensure that the projects have the best possible opportunity to deliver on their set objectives.
- Membership of Project Teams will be drawn from a range of staff most relevant to the delivery of the projects outlined. This may include staff at both managerial and operational level and it is likely that project teams will include staff from a range of service and support areas.
- Evidence will be gathered to demonstrate that improvements have been achieved.

5.2 Project Team Framework

The diagram below illustrates the project management structure:



6. Statutory Indicators:

6.1 In addition to the four Corporate Improvement Objectives identified, Fermanagh and Omagh District Council is also committed to meeting and, where possible, exceeding the standards set for it by central government departments through statutory performance indicators.

6.2 Seven statutory indicators are currently in place, as follows:

| Ref | Statutory Indicator | Standard to be met (annually) |
|------------|---|---|
| ED1 | The number of jobs promoted through business start-up activity (Business start-up activity means the delivery of completed client led business plans under the Department of Enterprise, Trade and Investment's Regional Start Initiative or its successor programmes.) | 170 |
| P1 | The average processing time of major planning applications. [An application in the category of major development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015(a)] | Major applications processed from date valid to decision or withdrawal within an average of 30 weeks. |
| P2 | The average processing time of local planning applications. [Local applications means an application in the category of local development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015, and any other applications for approval or consent under the Planning Act (Northern Ireland) 2011 (or any orders or regulations made under that Act)] | Local applications processed from date valid to decision or withdrawal within an average of 15 weeks. |
| P3 | The percentage of enforcement cases processed within 39 weeks. [Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (Northern Ireland) 2011 (or under any orders or regulations made under that Act). (b).] | 70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint. |
| W1 | The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse). [Household waste is as defined in Article 2 of the Waste and Contaminated Land (Northern Ireland) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013(b)] | In line with NILAS targets (Northern Ireland Landfill Allowance Scheme) |
| W2 | The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled. [Local authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)] | 16,465 tonnes |

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|-----------|---|---|
| W3 | The amount (tonnage) of Local Authority Collected Municipal Waste arisings. [Local authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district council] | In line with NILAS targets (Northern Ireland Landfill Allowance Scheme) |
|-----------|---|---|

6.3 A number of corporate performance indicators have been put in place by Fermanagh and Omagh District Council and will be measured and monitored on an annual basis. These are:

| Ref | Corporate Indicator | Standard to be met (2016/17) |
|---------------|--|--|
| C1 | Net cost of council services per head of population | Will not exceed estimated cost of £281.43 |
| C2 | % of net expenditure v budget | 98% |
| C3 | Residents' overall satisfaction | 70% Satisfied |
| C4 | Average number of working days per employee lost due to absence | 10 |
| HR(M)1 | An acceptable level of labour turnover which ensures that the Council attracts and retains talented employees to deliver its aims and objectives | Lower than CIPD Industry Standard |
| FN(M)8 | Continue to improve creditor payment process turnaround (prompt payment) | 1. 40% invoices paid within 10 days 2. 85% invoices paid within 30 days |

6.4 Where possible, the Council will benchmark the above indicators against the performance of the other 10 councils in Northern Ireland and will also proactively work to identify benchmarking opportunities with similar bodies in other jurisdictions.

6.5 At an individual service level, managers will identify a core set of performance indicators and standards which relate to the objectives identified in their annual Service Delivery and Improvement Plans.

7 Performance Reporting

7.1 The Corporate Improvement Plan will be of most use if it is used as part of a process to track our continuous improvement alongside performance monitoring and reporting of the Council's key plans and strategies (see figure 1.).

7.2 We will gather information throughout 2016/17 in relation to how we are performing against all of the performance indicators identified in section 5 above. We will present a mid year performance report to Elected Members through the Council's Policy & Resources Committee in December 2016 (covering the first half of the year, ie, April to September 2016). By September 2017, we will publish an Improvement Report setting out details of how we have performed against the Corporate Improvement Objectives for 2016/17 detailed in this document, including all of the identified performance indicators and standards.

8 Statement of Responsibility

8.1 This publication fulfils, in part, the statutory requirement set out in Part 12 of the Local Government Act (NI) 2014. This is our 'forward looking' Improvement Plan for the 2016/17 year. Our 'retrospective' Performance Report will be published by the end of September 2017.

9 Contacts for Feedback and Review

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: ryan.tracey@fermanaghmagh.com

In writing: Community Planning and Performance Team, 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.fermanaghmagh.com

This document is available in a range of formats upon request. Please contact us with your requirements, through the above contact details



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